

**POST COVID-19 FUNDING RESILIENCE IN KENYA AMONG LOCAL NON-
GOVERNMENTAL ORGANISATION: A CASE STUDY OF WEWORLD KENYA
FOUNDATION**

BY


PETER AKENGA KIHAMBA

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF
SCIENCE FINANCE, FACULTY OF BUSINESS AND MANAGEMENT
SCIENCES UNIVERSITY OF NAIROBI**

2023

DECLARATION

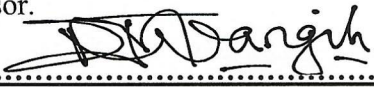
I declare that this project is my original work and has never been presented to any institution of higher learning for examination, award of any degree or other purpose.

Signed  Date 29/11/2023

Peter Akenga Kihamba

D63/36179/2019

This research project has been submitted for presentation with my approval as university supervisor.

Signed  Date 29/11/2023

Prof. Cyrus Iraya

Supervisor

Faculty of Business and Management Sciences

DEDICATION

I extend profound gratitude to my family, friends, and all those who have enriched my spirit both financially and emotionally. I highly appreciate the vigor and time expended during moments of inspiration and unexpected flashes of creativity that revitalized me throughout this project. These contributions made it feasible to delve into this study, advancing my pursuit of academic excellence.

This research venture transcends mere academic attainment; it serves as a testament to the potency of inquisitiveness, tenacity, and the unyielding quest for knowledge. As I embark on the next phase, I carry with me the invaluable insights acquired during this odyssey of personal and intellectual growth. I am deeply humbled by the unwavering support and inspiration that have illuminated my path. This work is not an isolated achievement but rather a collective triumph, showcasing the collaborative strength of a community that champions the profound impact of education and the relentless pursuit of understanding.

ACKNOWLEDGEMENT

Glory to God for bringing me this far. Completing this journey with joy, happiness, good health, and peace of mind feels like a miracle. I express my heartfelt gratitude to my supervisor, Professor Cyrus Iraya, whose unwavering belief in me, even during moments of self-doubt, has been the bedrock on which I built this achievement. His exceptional support, invaluable guidance, and patient encouragement have played a pivotal role in shaping the direction and quality of this research. I am truly fortunate to have benefitted from his expertise and insights.

I extend my thanks to the lecturers at the University of Nairobi, my classmates, the administrative team, and the entire university community for their consistent encouragement and support throughout this academic journey. Your contributions have been instrumental in my success.

A special appreciation goes to the participants who generously contributed their time and knowledge to this research. I am deeply grateful for your willingness to be a part of this study. My sincere thanks also go to WeWorld Kenya Foundation for their support.

To my course mates, whose valuable insights have added depth and significance to the findings, I express my gratitude. This achievement is the result of countless late nights, hours spent analyzing data, and the unwavering pursuit of academic excellence.

TABLE OF CONTENTS

DECLARATION.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT.....	iv
LIST OF FIGURES	viii
ABBREVIATIONS AND ACRONYMS.....	ix
ABSTRACT.....	x
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background of the Study	1
1.1.1 Post-Covid-19 Funding Resilience	2
1.1.2 Organizational Resilience	3
1.1.3 Post Covid-19 Funding and Organizational Resilience	5
1.1.4 Non- Governmental Organization.....	6
1.1.5 WeWorld Kenya Foundation	7
1.2 Research Problem	8
1.3 Research Objective	11
1.4 Value of the Study	12
CHAPTER TWO: LITERATURE REVIEW.....	14
2.1 Introduction.....	14
2.2 Theoretical Framework.....	14

2.2.1 Stewardship Theory	15
2.2.2 Goal Setting Theory	16
2.2.3 Resource Dependency Theory	18
2.3 Determinants of Post Covid-19 Funding Resilience.....	20
2.3.1 Operational Resilience	20
2.3.2 Financial Resilience	21
2.3.3 Transformational Resilience	22
2.3.4 Institutional Structure and Agility	22
2.4 Empirical Reviews	23
2.5 Summary of Literature Review, Research Gaps and Critiques	31
CHAPTER THREE: RESEARCH METHODOLOGY	33
3.1 Introduction.....	33
3.2 Research Design.....	33
3.3 Data Collection	33
3.4 Data Analysis	34
CHAPTER FOUR: DATA ANALYSIS, RESULTS, PRESENTATION AND DISCUSSION	35
4.1 Introduction.....	35
4.2 Demographic Information.....	35
4.3 Post-Covid-19 Funding Resilience and Organization Resilience.....	36

4.3.1 Operation Resilience	37
4.3.2 Financial Resilience	40
4.3.3 Transformation Resilience	42
4.3.4 Institutional Structure and Agility	45
4.4 Discussion of the Findings	47
4.5 Conceptual Framework	50
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION	52
5.1 Introduction	52
5.2 Summary	52
5.3 Conclusion	54
5.4 Recommendation	59
5.5 Limitation of the Study	61
5.6 Suggestion for Further Research	61
REFERENCES.....	63
APPENDICES	70
Appendix I: Transmittal Letter	70
Appendix II: Interviews	72

LIST OF FIGURES

Figure 4.1 Conceptual Framework.....**Error! Bookmark not defined.**

ABBREVIATIONS AND ACRONYMS

DR	Downward
FBO	Faith Based Organization
HICs and LMICs	High- and Low- and Middle-Income Countries
IMF	International Monetary Fund
KNBS	Kenya National Bureau of Statistics
KPLC	Kenya Power and Lighting Company
NGO	Non-Governmental Organization
OR	Organizational Resilience
PR	Progressive
RDT	Resource Dependency Theory
RR	Regressive
SME	Small and Medium Enterprises
SR	Sustainable

ABSTRACT

In the global landscape, ensuring funding resilience becomes paramount for businesses to thrive. The disruptive force of the COVID-19 pandemic has subjected businesses to significant upheaval, inducing transformative changes that have led to setbacks and an uncertain path forward. The research methodology involved in-depth interviews with key personnel across various departments, including the Desk Officer for Africa, the Regional Manager for Eastern Africa, the Regional Finance and Administration Manager, Program Managers overseeing Education and Child Protection, WASH, Health, and Nutrition. Insights were also garnered from the Country Representative for Kenya. The study focused on assessing post-COVID-19 funding resilience in Kenya, specifically within the context of a local non-governmental organization: a case study of WeWorld Kenya Foundation. The findings serve as a robust foundation for shaping recommendations aimed at bolstering organizational resilience across diverse dimensions. Primarily, operational resilience can be strengthened by organizations through strategic investments in digitalization, encompassing secure virtual working platforms and streamlined procurement services. Prioritizing technology to minimize physical contacts, integrating smart devices for COVID-19 mitigation, and establishing a comprehensive staff care and psychosocial support team are pivotal measures for fostering a resilient and adaptive workforce. Financial resilience emerges as a cornerstone for organizational triumph, particularly in times of crises such as the COVID-19 pandemic. Transparent financial strategies, rooted in accountability and adherence to holistic standards, instill donor confidence. Proactive approaches, such as long-term financial planning, phased implementations, and regular reviews of robust financial procedures, contribute to sustained campaigns against crises and facilitate the successful activation of emergent plans. Transformational resilience, critical for navigating challenges, involves technological advancements, fundraising initiatives, and operational adjustments. Aligning with global and governmental protocols, emphasizing technology for minimizing physical contacts, and actively engaging local and international donors for concrete solutions showcase the significance of innovation and creativity in achieving economic and social transformation. Institutional structure and agility resilience emphasize strategic planning and operational adjustments, urging organizations to develop adaptive plans, disseminate information effectively, and monitor progress in real-time. Transparency, inclusivity in reporting progress to donors through virtual means, and fostering collaboration internally and externally contribute to agility resilience, allowing organizations to navigate challenges effectively and maintain a robust infrastructure for seamless operations. The study proposes numerous avenues for extended research within the organizational resilience domain. A comparative analysis across entities, particularly non-governmental organizations (NGOs), holds potential for providing insights into the effectiveness of diverse resilience strategies. Scrutinizing various organizational structures, sizes, and focus areas can facilitate the development of tailored frameworks for fortifying resilience.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

In global proliferation, funding resilience is critical for the success of the business. In accordance with findings by Paluszak, Wiśniewska-Paluszak, Schmidt, and Lira (2021), COVID-19 pandemic brought significant turmoil upon businesses and overall well-being. It inflicted immeasurable hardship, resulting in substantial alterations that propelled a regression and an uncertain prospect for survival. Meanwhile, Ho, Bertone, Mansour, Masaka, and Kakesa (2022) asserted that the collateral harm inflicted by COVID-19 upon health systems during epidemics underscores the imperative of financial resilience for enterprises. Engidaw (2022), on the other hand, emphasized the paramount importance of organizational resilience and strategic approaches in maintaining buoyancy and achieving commendable performance.

This examination is reinforced by several hypotheses. According to Stewardship Theory (Donaldson & Davis, 1991), it is asserted that the administration of an organization must act as diligent custodians of the institution to ensure its enduring financial stability. In a parallel vein, the Goal Setting Theory, as expounded by Locke and Gary (1960), advocates the establishment of precise and ambitious objectives as a mechanism to incentivize individuals and enhance their overall performance. Resource Dependency theory which was extensively coined by Pfeffer and Salancik (1978), converges with the concept of funding resilience when considering organizations, including non-governmental organizations (NGOs). This convergence occurs as these entities endeavor to procure the essential resources vital for their long-term viability and expansion.

According to the findings of Piotrowicz and Cianciara (2013), non-governmental organizations (NGOs) assume a pivotal role in nurturing social integration, expediting economic transformation, and bolstering political stability. Concurrently, the research by Latif and Williams (2017) suggests that the effectiveness of teams within NGOs has emerged as a formidable catalyst driving notable transformations and enhancements across diverse sectors of an economy. Moreover, the study conducted by Chepkemai and Kisimbij (2021) postulates that NGOs occupy a central and indispensable position in the concerted endeavor to alleviate poverty.

1.1.1 Post-Covid-19 Funding Resilience

"Post-COVID-19," as described by Dubey, Gunasekaran, Bryde, Dwivedi, and Papadopoulos (2020), denotes the period preceding the peak impact of the COVID-19 pandemic, during which societies and organizations grapple with multifaceted economic, social, and operational consequences. This context has emphasized the vital importance of securing funding. As per Ahmed, Kilika, and Gakenia (2021), funding denotes the financial resources necessary to sustain an organization or community's activities. Concurrently, Omar, Ishak, and Jusoh (2020) stated resilience as the capability to withstand and recover from adversity, especially financial challenges and disruptions induced by the pandemic has taken center stage.

Therefore, the concept of "post-COVID-19 funding resilience" emerges as crucial, particularly among NGOs, as it highlights the imperative of developing strategies to navigate financial uncertainties and ensure continued effectiveness and sustainability in a dynamically changing post-COVID-19 landscape. Before the onset of the Covid-19

pandemic, the notion of resilience had already garnered a robust reference of academic literature, as observed by Radović-Marković, Shoaib Farooq and Marković (2017). Early contributors to resilience research within the realm of SMEs include Bourletidis and Triantafyllopoulos (2014), who delved into the examination of SMEs' strategies, tactics, and success stories during periods of crisis. This pre-pandemic scholarly work laid the foundation for apprehending how organizations, particularly SMEs, navigate and adapt in the face of distress, subsequently proving invaluable in the context of the Covid-19 crisis and beyond.

In Ahmed, Kilika, and Gakenia's (2021) study, dynamic resource capabilities were identified as key differentiators between highly resilient and non-resilient SMEs. They highlighted factors such as business diversification, financial flexibility, collaboration among stakeholders, adaptability, positive psychology, technology utilization, and cost management as crucial agents of resilience in Kenyan SMEs. Similarly, Bourletidis and Triantafyllopoulos (2014) found that strategies like product and service re-engineering, reducing non-essential production costs, negotiating favorable trade-credit conditions, and collaborating within industry supply chains contributed to SME resilience. Moreover, in a study by Islam, Khalid, Rayeva, and Ahmed (2020), psychological capital and innovative work behavior among entrepreneurs emerged as predictors of sustained performance and resilience in the face of Covid-19 disruptions.

1.1.2 Organizational Resilience

The study conducted by Chepkemoi and Kisimbii (2021) has highlighted that resilience is not merely an abstract concept but can be tangibly observed through the continual reduction

of poverty. This underscores the real-world impact of resilience in bringing about positive socioeconomic change. Within the organizational context, resilience is a multifaceted construct, as evident from a broader body of research. It involves a repertoire of strategies encompassing aspects such as strategic planning, effective risk management, crisis preparedness, and the ability to assimilate lessons from past experiences.

Moreover, organizational resilience relies on elements like astute leadership, adaptability, judicious resource management, effective communication, and flexibility, all working harmoniously to ensure an organization's capacity to flourish amid the ever-evolving and unpredictable dynamics of its environment. In the work of Hillmann and Guenther (2021), the focus is on an organization's ability to not only withstand adversity but also proactively anticipate, adapt to, respond to, and eventually recover from a wide spectrum of challenges and disruptions. This resilience extends to safeguarding the organization's core functions, integrity, and mission. It is a concept that finds relevance in diverse scenarios, including facing unexpected events like natural disasters and navigating the complexities of economic downturns.

Kantur (2015) further enriches the understanding of resilience by pinpointing its concrete manifestations in characteristics such as robustness, agility, and integrity. These attributes illuminate how organizations exhibit resilience in their day-to-day operations and interactions with their environments. Additionally, Alberti, Ferrario, and Pizzurno's (2018) examination of resource enablers and strategic enablers offers insights into the tangible markers and building blocks of resilience in organizational settings. Finally, Waldan, Asma, and Suhrawardi (2022) provide an avenue for exploring the intricate and multifaceted nature of resilience across diverse organizational contexts.

1.1.3 Post Covid-19 Funding and Organizational Resilience

Post-COVID-19, the critical nexus of funding and organizational resilience has emerged as a paramount concern across diverse sectors, as highlighted by Ahmed, Kilika, and Gakenia (2021). The pandemic unleashed unprecedented challenges, spanning economic downturns, disrupted supply chains, shifts in consumer behavior, and uncertainties in funding sources. In this dynamic landscape, comprehending the intricate interplay between funding strategies and organizational resilience is imperative for effectively navigating the complexities that define the post-pandemic era.

Funding resilience in the aftermath of COVID-19 extends beyond the mere acquisition of financial resources, as elucidated by Chen, Xie, and Liu (2021). It necessitates an agile response to the "new normal," demanding that organizations diversify funding sources, explore innovative revenue streams, and ensure ongoing financial sustainability amid persistent uncertainties. This resilience transcends monetary considerations; it encompasses the capacity to pivot operations, embrace digital transformation, and steadfastly uphold core functions while addressing ever-evolving societal needs.

Conversely, organizational resilience, as expounded by Omar, Ishak, and Jusoh (2020), represents a comprehensive spectrum of capabilities that organizations must harness. It encompasses strategic planning, adept risk management, thorough crisis preparedness, and a culture of continuous learning and adaptation based on past experiences. In the post-COVID-19 landscape, organizational resilience translates into agility, responsiveness, and adaptability in the face of unforeseen disruptions. It entails cultivating a resilient organizational culture, engaging stakeholders effectively, and making informed decisions

grounded in data to fortify an organization's capacity to not only withstand but thrive within an ever-evolving and uncertain environment, as emphasized by Alves, Lok, Luo, and Hao (2020).

1.1.4 Non- Governmental Organization

Alves, Lok, Luo, and Hao (2020) highlighted that NGOs are typically established with the primary goal of addressing specific social, humanitarian, environmental, or developmental issues, all aimed at contributing to the betterment of society. These organizations play an indispensable role in advocating for diverse causes, delivering essential services, and executing projects designed to create positive change and enhance the overall well-being of individuals and communities.

Furthermore, as emphasized by Sayarifard, Nazari, Rajabi, Ghadirian, and Sajadi (2022), NGOs operate across a broad spectrum of sectors, encompassing healthcare, education, human rights, environmental conservation, poverty alleviation, disaster relief, and more. They exhibit remarkable diversity, ranging from grassroots community organizations to large international NGOs with a global reach. In their pursuit of these diverse missions, NGOs often rely on a mix of funding sources, which can include individual donations, support from foundations, corporate sponsorships, government grants, and revenue generated through their own initiatives. The nature of their funding models varies significantly based on factors such as their size, mission, and the scale of their activities.

Moreover, as highlighted by Latif and Williams (2017), key characteristics of NGOs include their non-profit status, their voluntary nature, often reliant on volunteers and charitable donations, and their independence from government control. In their efforts to

address the issues they are dedicated to, NGOs engage in a wide array of activities, encompassing advocacy, research, capacity building, and direct service delivery, all of which are instrumental in addressing the unique challenges they focus on within society.

1.1.5 WeWorld Kenya Foundation

We World Kenya Foundation started its operations in Kenya in 2010. It is independent, non-religious, non-political organization working to improve the living conditions of the populations in the poorest and needy areas of the country.

We World's mission centers on forging a sustainable connection among people, nature, and the economy (We World Kenya Foundation, 2023). This vision is driven by their commitment to nurturing a healthy natural environment that supports both the well-being of people and sustainable development in Kenya. In line with this vision, We World channels its efforts into key areas that hold significant sway over the welfare of communities.

Within the realm of food safety, We World plays a pivotal role in assisting vulnerable populations, with a particular focus on children and expectant mothers. Additionally, We World facilitates medical-nutritional examinations and screening to ensure the health of these individuals. To promote healthy nutritional practices, We World conducts awareness-raising programs that engage stakeholders not only from various ministries but also from civil society (We World Kenya Foundation, 2023).

Recognizing the paramount importance of health, We World places significant emphasis on this sector. Many communities grapple with hygiene-related challenges and limited access to clean water, leading to a high incidence of diseases. We World addresses these

pressing issues by raising awareness about proper water resource management and encouraging good hygiene practices within communities and schools. To provide practical solutions, they have implemented rainwater collection systems, constructed sanitation facilities, and established hand-washing stations in schools. Furthermore, We World actively promotes gender equality in health and provides reproductive health services tailored to women's needs (We World Kenya Foundation, 2023).

We World's dedication to safeguarding children's rights and advancing education is evident in their relentless efforts to combat high school dropout rates in Kenya, notably in counties like Migori and Narok. To achieve this, they have constructed well-equipped classrooms, supplied essential educational materials, and launched campaigns stressing the significance of education while discouraging truancy. Simultaneously, We World is a steadfast advocate for children's rights, conducting training sessions and awareness-raising events at government, community, and school levels (We World Kenya Foundation, 2023).

1.2 Research Problem

Since the onset of the pandemic, there has been a surge in research activities dedicated to understanding funding towards Covid-19 pandemic to enhance organizational resilience. Engidaw (2022) proposed that the COVID-19 pandemic brought forth numerous challenges to organizational performance and resilience. Antwi, Getty, Linnane, and Rolston (2021) emphasized that having robust financial resources played a crucial role in enabling organizations to withstand potential external shocks arising from the COVID-19 epidemic. Chen, Xie, and Liu (2021) pointed out that the pandemic acted as a catalyst, sparking a renewed and accelerated interest in discussions about resilience.

The COVID-19 pandemic has introduced a unique economic shock, encompassing both supply and demand disruptions (KNBS, 2023). Unlike previous economic shocks, which primarily affected the supply side and specific sectors before radiating through the entire economy, the most recent global financial crisis of 2007-2008, originating from the United States' housing market collapse, was a supply-side crisis that jeopardized the international monetary system. The IMF (2020) reports a significant income reduction for nearly all households surveyed in Kenya, while various sectors have observed a decline in working hours. The evidence of this can be found in the decreased electricity consumption, as reported by KNBS (2023). A month-to-month comparison between 2019 and 2020 reveals substantial reductions in electricity sales by the Kenya Power and Lighting Company (KPLC) in April, May, and June. Specifically, KPLC electricity sales fell by 14% in April, 11% in May, and 1% in June, compared to the same months in the previous year (KNBS, 2020). Furthermore, according to the IMF (2023), Kenya saw a tragic loss of approximately 5,689 lives, with 343,955 reported COVID-19 cases in 2022. Furthermore, Sayarifard, Nazari, Rajabi, Ghadirian, and Sajadi (2022) underscored the critical importance of collective responses in the face of the extensive and severe COVID-19 pandemic. They highlighted that effective and inclusive responses require active participation from governments, civil society, and a diverse array of civil society organizations and institutions, emphasizing the significance of collaboration in addressing such global crises.

Examination on the COVID-19 spans across the globe, with studies conducted in various countries yielding valuable insights into the pandemic's effects and survival strategies. In Malaysia, Omar, Ishak, and Jusoh (2020) delved into the repercussions of COVID-19 lockdowns on the survival strategies of SMEs, emphasizing the pivotal role of resource

orchestration in achieving resilience at the firm level. In Argentina, Islam, Khalid, Rayeva, and Ahmed (2020) undertook a study focused on the COVID-19 pandemic's impact on the financial performance of SMEs, highlighting the significance of entrepreneurs' psychological capital and innovative work behavior as predictive factors for sustained performance and resilience while combating COVID-19 disruptions. In Iran, Ezzati, Mosadeghrad, and Jaafari-pooyan (2023) utilized a qualitative approach, recommending integrated management approaches for building health, evidence-based and community-based techniques against COVID-19, emphasizing the need for knowledge and experience in organizing operations, Efficient coordination frameworks, an innovative and inclusive atmosphere, process restructuring, and allocation of resources.

At the local level, research efforts have been directed towards understanding and enhancing sustainability and resilience in the face of specific challenges. Chepkemoi and Kisimbii (2021) revealed that effective financial management played a crucial role in shaping the sustainability of poverty alleviation projects, with efficient resource allocation contributing significantly to project endurance of NGOs in Mombasa County. Similarly, Ahmed, Kilika, and Gakenia (2021) undertook a study focusing on the resilience of SMEs towards detrimental COVID-19 pandemic. Employing an extractive thematic analysis technique based on in-depth interviews and discussions, their research uncovered key factors that bolstered SME resilience in Kenya. These factors encompassed business diversification, maintaining financial reserves, fostering intra-stakeholder collaboration, adaptability through self-reinvention, positive psychological outlook, leveraging technology, and judicious cost management.

Existing global and local research efforts have explored various dimensions of resilience, financial support mechanisms, and responses to post-COVID-19 shocks. However, it is important to note that there is a notable gap in the literature when it comes to the specific focus on the WeWorld Kenya Foundation. This gap encompasses conceptual, contextual, and methodological aspects that remain unaddressed by previous studies. To bridge these gaps and contribute to a more comprehensive understanding of WeWorld Kenya Foundation's role and experiences in the face of challenges and opportunities, the current study aims to provide valuable insights into this specific context, shedding light on its unique dynamics and strategies for resilience and sustainability.

Existing research has delved into resilience, financial support, and post-COVID-19 responses on a global and local scale. However, a substantial void exists in the literature when it comes to the WeWorld Kenya Foundation. This void encompasses overlooked conceptual, contextual, and methodological facets. This study endeavors to rectify this deficiency by providing a comprehensive exploration of the foundation's distinct strategies for resilience and sustainability, particularly in navigating challenges and capitalizing on opportunities by answering the question on; how is post covid-19 funding resilience in Kenya among local non-governmental organization: a case study of WeWorld Kenya Foundation

1.3 Research Objective

To examine post covid-19 funding resilience in Kenya among local non-governmental organization: a case study of WeWorld Kenya Foundation.

1.4 Value of the Study

The study enriches academic discourse by providing valuable insights into the WeWorld Kenya Foundation's strategies and experiences in building resilience and sustainability. It can also aid in getting relevant references for future scholars. It fills a gap in existing literature, making it a valuable resource for researchers in fields related to NGO management, resilience, and sustainability. Scholars can draw from the study's findings and methodologies for their own research, and the case study it offers serves as a foundation for comparative analyses and theoretical development in these domains.

For policy makers, this study offers practical insights into effective practices adopted by NGOs, particularly the WeWorld Kenya Foundation, to bolster their resilience and sustainability. These insights can inform the formulation of policies and regulations that support and nurture the NGO sector in Kenya. Policy makers can take into account the unique challenges faced by NGOs and tailor policies that enhance their long-term viability and positive societal impact. Furthermore, the study's findings may influence decisions regarding the allocation of funding and support for NGOs engaged in poverty alleviation and other social endeavors.

NGOs stand to gain substantial benefits from this study. It equips them with a deeper understanding of successful strategies for navigating challenges and capitalizing on opportunities within their operational contexts. The study provides practical guidance that NGOs can readily apply to enhance their efforts in resilience and sustainability. By implementing the lessons learned, NGOs can improve their capacity to fulfill their missions and effectively serve the communities they target. Additionally, the study serves as an

inspiration for NGOs to engage in knowledge sharing and collaborative initiatives with their peers, fostering a more robust and resilient sector as a collective effort.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This section delves into the fundamental theories that underpin the study. Furthermore, it elaborates on the factors influencing post-COVID-19 funding resilience. Subsequently, it examines empirical reviews, culminating in a summary and critical assessment.

2.2 Theoretical Framework

This examination is fortified by several suppositions. As per Stewardship Theory (Donaldson & Davis, 1991), it is posited that the management of an organization must act as vigilant stewards of the institution to ensure its enduring financial stability. In a congruent vein, the Goal Setting Theory, as elucidated by Locke and Gary (1960), advocates the establishment of precise and ambitious objectives as a mechanism to incentivize individuals and enhance their overall performance. RDT coined by Pfeffer and Salancik (1978), intersects with the concept of funding resilience when contemplating organizations, including non-governmental organizations.

2.2.1 Stewardship Theory

Stewardship Theory, a concept rooted in the field of organizational behavior, posits that when leaders act as stewards, they prioritize the interests of the organization and its stakeholder's over personal gain. It was established by Donaldson and Davis (1991). Stewardship Theory makes several key assumptions, which are fundamental to its principles and applications. This theory assumes that individuals in leadership positions are inherently inclined to act in the organization's best interests. In addition, it assumes that leaders consistently exhibit ethical behavior and make decisions that align with the organization's values and long-term goals. Furthermore, it presupposes that trust is a foundational element of organizational relationships.

Stewardship Theory, like any theoretical framework, has its limitations and may not be applicable in all organizational settings. Foremost, the theory assumes that individuals in leadership positions are inherently driven to attain organizational mandate. However, in reality, some leaders may prioritize personal gain or may not possess the same level of intrinsic motivation, which can lead to a disconnect with stewardship principles. The assumption that the interests of leaders, employees, shareholders, and other stakeholders are naturally aligned. In complex organizations with diverse stakeholders, conflicting interests can arise, challenging the theory's applicability (Mills, Bradley & Keast, 2021). Moreover, the theory may not be universally applicable across all cultural contexts. Cultural differences can impact how individuals perceive and practice stewardship, making it less effective in organizations with distinct cultural norms and values. In cases

where leaders are entrusted with significant power and authority, there is a risk of exploitation. Stewardship concept relies heavily on trust, and if leaders betray this trust, it can have detrimental consequences for organizations.

Stewardship Theory remains a valuable framework for promoting responsible leadership and ethical behavior within organizations. This concept places a strong emphasis on ethical leadership (Davis, Schoorman & Donaldson, 1997). Leaders who adopt stewardship principles are more likely to make decisions that align with the organization's values and moral standards. In addition, Stewards are trusted by both internal and external stakeholders. This trust can lead to stronger relationships with employees, customers, investors, and regulatory bodies. It can also reduce conflicts and improve cooperation within the organization. Stewardship principles contribute to the development of a positive organizational culture. Furthermore, empowering employees and delegating authority, as encouraged by Stewardship Theory, can lead to higher levels of employee engagement. When employees feel trusted and valued, they are more likely to contribute their best efforts to the organization (Rouault, & Albertini, 2022).

2.2.2 Goal Setting Theory

This theory was formulated and introduced by Locke and Latham in the 1960s. It is founded on several fundamental presumptions concerning human drive and performance. Firstly, it presupposes that establishing explicit and formidable objectives for individuals or organizations results in heightened performance and increased exertion in contrast to nonexistent objectives. This underlines the significance of lucidity

and complexity in formulating goals. Furthermore, it emphasizes the importance of feedback mechanisms for accomplishing goals. It advocates that individuals and organizations require consistent feedback to gauge their progress and fine-tune their endeavors accordingly. Lastly, the theory highlights that goals should be harmonized with an individual's or an organization's principles and objectives, stimulating internal motivation and dedication to goal accomplishment.

Despite its considerable impact, Goal Setting Theory is not immune to critique. One notable criticism pertains to the potential adverse consequences of establishing exceedingly demanding goals. When objectives are set too loftily, individuals may encounter stress, disappointment, and burnout, culminating in diminished performance and well-being (Jeong, Healy, & McEwan, 2021). Another critique is that the theory often neglects the impact of external factors, such as resource availability and situational constraints. Real-world conditions, wherein elements outside an individual's control can exert significant influence on goal attainment, are frequently overlooked. Lastly, the theory presumes that goals possess universal motivating power, which might not be universally accurate. People exhibit diverse goal orientations, and what motivates one individual may not elicit the same response in another.

The application of Goal Setting Theory within the realm of post-COVID-19 funding resilience among local non-governmental organizations (NGOs) in Kenya, such as the WeWorld Kenya Foundation, can be profoundly pertinent. The suppositions of this theory are congruent with the core principles of building resilience in the aftermath of a disruptive event such as a pandemic (Lynn, Green, Zahedi & Apelian, 2023). The

establishment of explicit and ambitious objectives for financial recuperation and sustainability post-COVID-19 can inspire NGOs to channel their energies towards recovery and adaptability. The dedication and capability to achieve these objectives are imperative, necessitating unwavering commitment in confronting the challenges posed by the aftermath of the pandemic. Feedback mechanisms in the form of financial monitoring and performance evaluation was pivotal for tracking progress. By ensuring that these objectives are in harmony with the organization's mission and principles, NGOs can nurture internal motivation and unwavering commitment to their strategies for funding resilience post-pandemic. Nevertheless, it is crucial to take into account the criticisms of the theory, encompassing the necessity for practical and context-appropriate objectives, the influence of external factors, and the individual variations in goal motivation when applying it to the unique challenges of post-COVID-19 funding resilience in Kenya.

2.2.3 Resource Dependency Theory

RDT is a significant concept in the realm of organizational management. It was developed by Pfeffer and Salancik (1978), this theory provides insights into how organizations seek to acquire and control essential resources to ensure their survival and success. Resource Dependency Theory is built upon several key assumptions. One of the central tenets of RDT is the concept of interdependence. This notion asserts that organizations are intricately connected to their environment and rely on various stakeholders for their survival. In addition, RDT assumes that resources are finite and scarce.

RDT places significant emphasis on the external factors and resource dependencies of organizations. While this is essential for understanding the external environment's influence, it may sometimes overlook the importance of internal factors and capabilities that also contribute to an organization's success (Malatesta & Smith, 2014). Additionally, critics argue that RDT's assumptions about resource scarcity and dependency relationships can be overly simplistic. In reality, the dynamics of resource acquisition and utilization can be more complex and nuanced, and organizations may have more agency in managing their dependencies than RDT suggests. This theory is primarily descriptive and explanatory, focusing on how organizations rely on external resources. It provides less guidance on how organizations should manage these dependencies effectively. This can limit its practical applicability for managers seeking actionable insights.

Resource Dependency Theory (RDT) is a widely recognized and influential framework in the field of organizational studies. According to Jiang, Luo, Xia, Hitt, and She (2023), it offers several merits and advantages that contribute to the understanding of how organizations function and interact with their external environment. RDT highlights the interdependence between organizations and their external environment. It helps us recognize that organizations cannot operate in isolation but are intricately linked to various stakeholders. Further, RDT's assumption of resource scarcity is a realistic reflection of the competitive nature of the business environment. It accents the imperative of resource utilization and the demand for organizations to actively seek and secure necessary resources to achieve their goals. Significantly, RDT grants a framework for analyzing and understanding dependency relationships. Furthermore, RDT has stood the test of time and

remains relevant in both historical and contemporary contexts. Its principles continue to apply in the ever-evolving landscape of business and organizations.

2.3 Determinants of Post Covid-19 Funding Resilience

This study places a high priority on operational resilience, transformational resilience, financial resilience, and institutional structure and agility as the primary factors of interest.

2.3.1 Operational Resilience

Operational resilience is crucial in today's complex and interconnected business environment, where disruptions can have far-reaching consequences. It is a concept that denotes an organization's capability to continue its critical operations and functions in the face of various disruptive challenges and risks (Borzova, 2023). These challenges can include natural disasters, cyberattacks, supply chain disruptions, regulatory changes, and other unexpected events. The goal of operational resilience is to ensure that an organization can maintain essential services, protect its reputation, and meet its obligations to customers and stakeholders, even when confronted with adverse circumstances.

Numerous evaluations have been conducted on this topic. Ezzati, Mosadeghrad, and Jaafaripooyan (2023) scrutinized the resilience of Iranian Healthcare Facilities Against the COVID-19 Pandemic. The inquiry unveiled a total of 43 impediments to healthcare facility resilience during the COVID-19 pandemic, which were systematically categorized into eight overarching themes. Furthermore, Sajjad (2021) explored the ramifications of the COVID-19 pandemic on global supply chain sustainability. The results of the investigation revealed that the COVID-19 pandemic has precipitated substantial disruptions in global supply chain operations, yielding diverse sustainability consequences. On one hand, the

pandemic led to reductions in greenhouse gas emissions and air pollution, positively contributing to environmental sustainability. Conversely, it had severe societal ramifications for laborers and their families, affecting their livelihoods and well-being.

2.3.2 Financial Resilience

According to Inegbedion, Vincent and Obadiaru (2021), financial resilience refers to an individual's or an organization's ability to withstand and recover from financial shocks, disruptions, or unexpected expenses without suffering significant negative consequences. It involves having a financial cushion or a strategic plan in place to navigate through financial challenges and maintain financial stability. Financial resilience is important because it helps individuals and organizations weather financial challenges, avoid long-term financial setbacks, and maintain their financial well-being. It provides a sense of security and peace of mind in uncertain economic environments.

Engidaw (2022) concentrated on elucidating the hardships encountered by small enterprises in the backdrop of the COVID-19 pandemic, especially in emerging nations such as Ethiopia. The secondary data analysis underscored the widespread challenges faced by businesses, both small and large, during the unprecedented crisis brought about by the coronavirus. These challenges encompassed reduced revenue, job losses, economic slowdown, weakened marketing performance, and the struggle for business survival. In another hand, Ahmed, Kilika, and Gakenia (2021) examined the resilience of SMEs in Nairobi. Investigation identified that maintaining financial reserves provided a cushion for SMEs during economic challenges. Moreover, the collaboration and partnerships among stakeholders within the SME ecosystem were essential for resilience.

2.3.3 Transformational Resilience

Transformational resilience is a concept that refers to an individual's or an organization's ability to not only bounce back from adversity but to also use that adversity as an opportunity for growth and positive change. It involves adapting to challenges in a way that leads to transformation and increased resilience. Key aspects of transformational resilience include; Adaptability, Learning and Growth, Innovation and Emotional Well-being. Transformational resilience is often associated with a proactive mindset that seeks opportunities for improvement and innovation even when facing difficult circumstances. It's about not just surviving adversity but thriving in the face of it.

Paschoalotto, Lazzari, Rocha, Massuda, and Castro (2023) assessed the concept of health system resilience, which had been called into question due to the unprecedented predicaments posed by the COVID-19 pandemic. Study's results revealed that the pandemic had indeed influenced experts' perspectives on several dimensions of health system resilience. Further, Sajjad (2021) investigated the repercussions of the COVID-19 pandemic on global supply chain sustainability. The findings of the study indicated that the pandemic resulted in alleviation in greenhouse gas emissions and air pollution, contributing positively to environmental sustainability. However, it had severe social implications for workers and their families, impacting their livelihoods and well-being.

2.3.4 Institutional Structure and Agility

An institutional framework refers to the set of rules, regulations, organizations, and structures that govern and support a particular system or society. It provides the foundational structure for how various entities interact and make decisions within that

system. Institutional frameworks can exist in various contexts, such as government, education, finance, and more, and they help ensure stability, order, and accountability within those systems. The specific details of an institutional framework can vary widely depending on the context and the goals it aims to achieve.

Chepkemai and Kisimbii (2021) the primary aim of this examination was to investigate the factors influencing the sustainability of such programs in NGOs located in Mombasa County, Kenya. The study's results revealed that effective financial management significantly influenced the sustainability of donor-funded poverty alleviation projects. Additionally, Ezzati, Mosadeghrad, and Jaafaripooyan (2023) conducted an investigation into the resilience of Iranian healthcare facilities during the COVID-19 pandemic. Their research identified a total of 43 challenges to the resilience of healthcare facilities in the face of the pandemic. These challenges were grouped into eight overarching categories, encompassing leadership and management, planning, organizational culture, organizational learning, employee management, customer management, resource management, and process management.

2.4 Empirical Reviews

Paluszak, Wiśniewska-Paluszak, Schmidt, and Lira (2021) sought to gauge the levels of organizational resilience within rural non-profit organizations, considering both their active and inactive states, as they navigated the unpredictable landscape brought about by the COVID-19 pandemic. To accomplish this, the assessors did surveys of 35 RNPO managers based in Poland during the months of April and May 2020. Their investigation relied predominantly on statistical methods, including the Spearman's rank correlation coefficient, the coefficient of determination and a transformation coefficient. These

analytical tools were instrumental in testing hypotheses and elucidating the connections under examination. The study's outcomes unveiled a classification system encompassing four levels of OR, PR, SR, RR, and DR. Intriguingly, it was observed that the activities undertaken by RNPOs corresponded with their specific OR levels. RNPOs were found to pursue one of two primary adaptation strategies, foremost, Passive Adaptation this approach entailed a bid to revert to their pre-pandemic operational status without substantial alterations. However, it was noted that such passive adaptation could lead to a regression and precarious survival in the face of evolving circumstances. Contrarily, active adaptation emerged as a dynamic strategy involving a transformative process across various OR levels. This proactive approach enabled RNPOs to progress and thrive, effectively adapting to the changes precipitated by the post-pandemic environment. This investigation was done in Poland; however, the current assessment is established on Kenya context.

In the study executed by Lekorwe and Mpabanga (2007), the focus was on the management of NGOs within the context of Botswana. The primary methodology employed in this research was the analysis of secondary data sources. The findings shed light on the efficiency with which NGOs are managed in Botswana, with a particular emphasis on their performance in the realm of human rights. It became evident that Botswana's NGOs have been successful in effectively addressing human rights concerns. However, a critical factor impacting the overall efficiency of NGO management in Botswana emerged from the investigation is the decline in international funding. This investigation was done in Botswana, whereas the present assessment is in Kenya's setting.

In the evaluation executed by Abagero (2022), the focus was on reviewing the challenges faced by Ethiopia in responding to the COVID-19 pandemic. As a consequence, methodology employed in this review encompassed the inclusion of studies that addressed the challenges encountered by the Ethiopian healthcare system in response to the COVID-19 pandemic. The authors used the framework of the 6-healthcare system building blocks outlined by the World Health Organization (WHO) to categorize these challenges. The examiners used thorough search of databases such as PubMed and ProQuest and subsequently synthesized the results using a systematic review approach. The findings of the study illuminated several noteworthy challenges. Financial constraints emerged as a critical issue, resulting in inadequate mechanical ventilators. Additionally, the pandemic had adverse effects on the healthcare system's capacity to provide a full range of PPE in health facilities, as well as on intensive care capabilities. Furthermore, the pandemic disrupted the delivery of crucial services, including maternal, child, and newborn healthcare, and posed obstacles to the prevention and treatment of childhood illnesses, including immunization services. This evaluation's findings cannot be fully maximized as a result of difference in geographical, political and economy status amidst Kenya and Ethiopia.

Paschoalotto, Lazzari, Rocha, Massuda, and Castro (2023) conducted an in-depth exploration of the concept of health system resilience, which had come under scrutiny due to the unparalleled detrimental brought about by the COVID-19 pandemic. Even healthcare systems renowned for their robustness and adaptability faced substantial pressures and, in some instances, experienced breakdowns during the pandemic. To reassess the notion of resilience, a qualitative examination involving 26 international experts in health systems

was undertaken approximately two and a half years after the initial shock of COVID-19. These experts contributed their insights on various facets of health system resilience, with particular attention to a comparative analysis between high-income countries (HICs) and low- and middle-income countries (LMICs). The interview guide used in the assessment was informed by a comprehensive review of the existing literature, and all interviewees possessed practical and academic proficiency in some of the world's most extensive healthcare systems. The study's outcomes demonstrated that the pandemic had indeed influenced the perspectives of experts concerning multiple dimensions of health system resilience, offering essential insights that are pertinent to developing countries, particularly Kenya.

In another investigation carried out by Engidaw (2022), the focus was on highlighting the predicaments faced by small businesses in the context of the COVID-19 pandemic, particularly in developing countries like Ethiopia. Evaluation utilized a mixed-method research approach that amalgamated secondary data analysis with both qualitative and quantitative research methods, all within the framework of a descriptive research design. The secondary data analysis underscored the widespread challenges faced by businesses, both small and large, during the unprecedented crisis brought about by the coronavirus. These challenges encompassed reduced revenue, job losses, economic slowdown, weakened marketing performance, and the struggle for business survival. The study engaged small business in Ethiopia while the current assessed target local non-government institutions in Kenya.

Tchuigoua (2014) delved into the question of whether institutional frameworks partake a significant mantle in shaping capital structure of microfinance institutions (MFIs). The

investigation executed by the assessor analyzed a sample of 292 MFIs over the period from 2004 to 2009. To ensure the robustness of the findings, the author employed a split sample technique for external validation of the model used in the assessment. The key findings of the study suggest that several institutional factors have a substantial impact on the level of external finance accessed by MFIs. Foremost, the strength of creditor rights, which pertain to the legal protection afforded to creditors, was found to be a significant factor influencing the capital structure of MFIs. In addition, the legal traditions and frameworks within a country also had a notable effect on MFIs' access to external finance. Furthermore, the study unveiled a strong correlation between the level of advancement in a nation's financial sector and the capital structure of MFIs. Additionally, the research highlighted a favorable association between the growth of the formal banking sector and the capacity of MFIs to secure borrowings. This implies that the microfinance sector and the conventional banking sector complement each other, rather than being in competition.

Abdulkadir (2014) aimed to illuminate the difficulties encountered when establishing internal control systems within the NGO sector in Kenya, with a specific focus on FBOs operating along the coastal region of the country. The paper commenced by providing a brief overview of the operational dynamics of NGOs, emphasizing their reliance on informal management structures. It proceeds to underscore the critical role of internal control as an integral component of an organization's governance framework, particularly in effectively managing risks. The challenges related to the implementation of internal control systems within FBOs are examined from three primary angles. Firstly, the paper delved into the limitations faced when implementing financial controls within FBOs. It suggests that financial control mechanisms may not be as robust or effective within FBOs

as they are in traditional corporate organizations. Thereafter, study assessed the extent to which standard corporate governance controls are relevant and functional within the context of FBOs. It raises questions about the adaptability of these practices to the unique environment of FBOs. Furthermore, the paper also scrutinizes the practicality of integrating ethics and compliance controls within FBOs. It examined whether FBOs can effectively incorporate these controls into their day-to-day operations and decision-making processes. The investigation findings suggested that, in the Coast Region of Kenya, FBOs predominantly rely on traditional and informal control structures to fulfill their charitable and welfare missions. In contrast to the corporate world, formal internal control systems have not been fully integrated into the operational frameworks of FBOs. The present engagement sought to examine WeWorld Kenya.

Ahmed, Kilika, and Gakenia (2021) examined the resilience of SMEs in Nairobi, particularly those categorized as non-essential service providers during the Covid-19 pandemic. To glean valuable insights, the research employed a comprehensive thematic analysis approach, encompassing extensive interviews and dialogues with proprietors and managers of six diverse SMEs. These enterprises were categorized as non-vital service providers and were not covered by the Covid-19 mobility restriction exemption. Investigation identified several precursory factors contributing to SME resilience within the Kenyan context. Resilient SMEs diversified their business operations, enabling them to pivot and adapt to changing market conditions. In addition, maintaining financial reserves provided a cushion for SMEs during economic challenges. Moreover, the collaboration and partnerships among stakeholders within the SME ecosystem were essential for resilience. Further, successful SMEs demonstrated a capacity for self-

reinvention, allowing them to transform and innovate their business models. Lastly, positive mindset and outlook played a crucial role in navigating the challenges posed by the pandemic. This study examined the SMEs whereas the present target Local Non-Government institutions, specifically We World Kenya Foundation.

Chepkemai and Kisimbii (2021) primarily aimed to explore the determinants influencing the longevity of such initiatives in non-governmental organizations situated in Mombasa County, Kenya. The research design employed was descriptive in nature, and data was gathered from 117 NGO officials through surveys, in addition to conducting interviews with 6 sub-county administrators. The information collected through the questionnaires underwent both descriptive and inferential statistical analysis, which encompassed frequencies, percentages, means, Pearson Correlation, and Multivariate Regression analysis. Concurrently, the data from the interviews underwent content analysis. The results of the inquiry revealed that adept financial management played a pivotal role in influencing the sustainability of poverty alleviation projects financed by donors. Proficient financial management ensured the efficient allocation of resources, ultimately enhancing the durability of these endeavors. The findings from Pearson Correlation demonstrated a favorable and statistically significant association between the sustainability of initiatives aimed at reducing poverty and the management of financial resources.

Sajjad (2021) explored the ramifications of the COVID-19 pandemic on the sustainability of worldwide supply chains. To obtain fresh insights into the pandemic's effects on the social sustainability and resilience of supply chains, the study relied on an extensive and comprehensive literature review. This review encompassed recent scholarly research articles, articles from professional journals, reports in magazines, policy documents, and

publications from international organizations, including blogs and briefings. The researcher meticulously evaluated this diverse array of sources to develop a thorough understanding of the subject matter. The study's results indicated that the COVID-19 pandemic triggered substantial disruptions in the operations of global supply chains, resulting in diverse outcomes related to sustainability. On one hand, the pandemic led to reductions in greenhouse gas emissions and air pollution, positively impacting environmental sustainability. However, it also had severe social repercussions for workers and their families, affecting their livelihoods and overall well-being. It's worth noting that this investigation was conducted on a global scale, while the present assessment is centered on the specific context of Kenya.

Furthermore, Ezzati, Mosadeghrad, and Jaafari-pooyan (2023) conducted an examination of the resilience of healthcare facilities in Iran in response to the COVID-19 pandemic. The study utilized a qualitative approach with a phenomenological orientation. It involved conducting semi-structured interviews with a total of 59 participants, including healthcare policymakers, managers, employees, and faculty members from medical universities. The participants were selected using purposive and snowball sampling techniques. Thematic analysis was applied to scrutinize the interview data. The investigation identified a total of 43 challenges to the resilience of healthcare facilities during the COVID-19 pandemic, which were subsequently categorized into eight overarching themes: Leadership and Management, Planning, Organizational Culture, Organizational Learning, Employee Management, Customer Management, Resource Management, and Process Management. It's important to note that this research was carried out in Iran, while the current assessment is being conducted in Kenya.

In their study, Sayarifard, Nazari, Rajabi, Ghadirian, and Sajadi (2022) set out to explore the responses of non-governmental organizations (NGOs) to the COVID-19 pandemic in Iran and to gain a deeper understanding of the challenges they confronted. Their research was guided by a qualitative approach that encompassed twenty-two individual, virtual, and semi-structured interviews. The selection of participants was thoughtfully carried out using purposeful and snowball sampling techniques, ensuring active representation from health-related NGOs that willingly participated in the study. Data collection continued until a saturation point was reached, with qualitative content analysis employed to decipher the collected data. The study's findings revealed a nuanced classification of the actions and obstacles faced by NGO representatives in response to the pandemic: Firstly, the research emphasized the pivotal role of NGOs in contributing to the pandemic response. Additionally, it shed light on the innovative initiatives spearheaded by NGOs to address the COVID-19 crisis within their communities. Furthermore, the study delved into the substantial challenges that NGOs encountered when delivering services to their intended beneficiary groups during the COVID-19 crisis. The research elucidated the various setbacks faced by NGOs while navigating collaborations with a spectrum of entities, encompassing both governmental and non-governmental institutions. Moreover, it offered insights into the diverse sources of information tapped into by NGOs during the COVID-19 crisis. Lastly, the study uncovered the range of strategies and tactics adopted to bolster and streamline the efforts of NGOs in their response to the pandemic.

2.5 Summary of Literature Review, Research Gaps and Critiques

Paluszak et al. (2021) assessed organizational resilience in rural non-profits during the COVID-19 pandemic in Poland, identifying four levels of Organizational Resilience (OR)

and adaptive strategies. However, this study was conducted in Poland, while this research focuses on Kenya. Lekorwe and Mpabanga (2007) explored NGO management in Botswana, emphasizing human rights performance and noting a decline in international funding. This research took place in Botswana, not Kenya. Abagero (2022) reviewed Ethiopia's COVID-19 healthcare challenges, but its findings may not fully apply to Kenya due to geographical and economic differences. Paschoalotto et al. (2023) reevaluated health system resilience post-COVID-19 globally, not within Kenya's context. Engidaw (2022) examined challenges faced by Ethiopian small businesses during COVID-19, which differs from this study focus on Kenyan non-governmental institutions. Tchuigoua (2014) analyzed microfinance institutions' capital structure but doesn't directly relate to the We World Kenya Foundation. Abdulkadir (2014) studied internal control systems in Kenyan FBOs but within the Coast Region, while current research targets a broader context. Ahmed et al. (2021) explored Nairobi SME resilience during COVID-19, focusing on non-essential service providers.

Chepkemoi and Kisimbii (2021) investigated donor-funded poverty reduction projects in Mombasa County, Kenya, emphasizing financial management's role in sustainability. Sajjad (2021) reviewed the global impact of COVID-19 on supply chain sustainability, not specific to a single country. Ezzati, Mosadeghrad, and Jaafaripooyan (2023) assessed Iranian healthcare facilities' resilience during COVID-19, which doesn't directly relate to Kenya. Sayarifard et al. (2022) examined activities and challenges of health-related NGOs in Iran during COVID-19, addressing collaboration with governmental and non-governmental institutions but not within Kenya's context.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter delineates the approaches employed to accomplish the research objectives, with a primary emphasis on research design, data acquisition, and data interpretation. Furthermore, it furnishes a synopsis of the research structure

3.2 Research Design

Research design serves as the structural framework for research approaches and techniques. According to Gatti (2023), it's "the structure and plan of investigations conceived to answer research questions and control variance." This study adopts a qualitative approach with a case study design centered on We World Kenya Foundation. Case study permits an in-depth exploration of a single unit to reveal broader characteristics. It aids in understanding organizational strategies and assessing the organization's past, current, and future states.

3.3 Data Collection

First hand data was gathered from top management staff at We World Foundation Kenya. An interview guide served as the roadmap for in-depth data collection. six key personnel, responsible for Post Covid-19 funding resilience, were interviewed. These interviews targeted various departments, including the Desk Officer in charge of Africa, Regional Manager in charge of Eastern Africa, Regional Finance and Administration Manager, Program managers in charge of Education and child protection, Health and Nutrition, Country representative for Kenya. As a consequence, unstructured questions were used to obtain insights from the participants.

3.4 Data Analysis

The research employed logical qualitative description as the method of analysis. Data collected through interviews was classified, summarized, and related to the research objectives before undergoing content analysis. This approach aims to identify performance trends, review policies, and assess documentation for completeness and accuracy. The analysis process involved defining research objectives and questions. Comprehensive interviews provided intensive analysis of these questions. Content analysis, as described by Jerzak, King and Strezhnev (2023), is a research tool to identify themes, words, or concepts within qualitative data.

The collected data was rigorously evaluated to ensure credibility, accuracy, and reliability of strategic responses information. It revealed patterns in ideas, concepts, and themes, aiding in understanding individual perspectives and communication contexts. Data interpretation followed, utilizing content analysis to highlight the relationships among concepts. This systematic and objective approach helps identify unique characteristics in the data and supports the exploration of themes (Choi, Liu, Mari & Garber, 2023). Content analysis plays a crucial role in understanding the correlation between post covid-19 funding resilience of We World Kenya Foundation in addressing COVID-19 challenges. In essence, this qualitative data analysis entails the recognition, scrutiny, and explication of themes and patterns within textual data to address the research inquiries.

CHAPTER FOUR: DATA ANALYSIS, RESULTS, PRESENTATION AND DISCUSSION

4.1 Introduction

The chapter plays a crucial role in presenting and interpreting the findings derived from the assembled data, providing meaningful insights into the post-COVID-19 funding resilience of local non-governmental organizations (NGOs) in Kenya, with a specific focus on the case study of WeWorld Kenya Foundation. The data collection process involved interviews with key personnel from various departments, including the Desk Officer in charge of Africa, Regional Manager for Eastern Africa, Regional Finance and Administration Manager, and Program Managers responsible for Education and child protection, WASH, Health and Nutrition. Additionally, insights were gathered from the Country Representative for Kenya. The assessment aimed to examine the funding resilience of WeWorld Kenya Foundation in the aftermath of the COVID-19 pandemic.

4.2 Demographic Information

The respondents in this study strictly adhered to a well-structured interview guide, providing a systematic approach to understanding their qualifications and experience in strategic management. The findings indicate a uniform educational background among the respondents, with all having attained bachelor's degrees. Moreover, each respondent possessed a master's degree and held a diverse range of certifications spanning various fields, including strategies, finance, program implementation, leadership, governance, and disaster management, among others. A comprehensive analysis and rigorous scrutiny underscored the competence, proficiency, and knowledge exhibited by the respondents,

positioning them as capable representatives of the organization. Their academic achievements, coupled with extensive professional experience and a broad spectrum of certifications, equipped them with the expertise necessary for offering competent-based solutions, holistic insights, and sound judgment. The seniority of the respondents within the organization further ensured the provision of reliable and valid information, given their involvement in strategic formulation and advisory roles to the board. The interviews took place at the national center, via Microsoft teams since most of respondents were outside Kenya during the time of interview. However, all of accepted audio recording for that purpose. This central location emphasized the importance of gathering insights and perspectives directly from key decision-makers and strategic influencers within the organization's leadership.

4.3 Post-Covid-19 Funding Resilience and Organization Resilience

The assessment aimed to examine the funding resilience of WeWorld Kenya Foundation in the aftermath of the COVID-19 pandemic. Through rigorous discussions and interpretation of the gathered data, the chapter seeks to shed light on the organization's ability to withstand and adapt to the challenges brought about by the pandemic in the context of funding. The inclusion of perspectives from diverse departments within the organization provides a comprehensive understanding of the multifaceted strategies and responses employed by WeWorld Kenya Foundation to navigate the complex post-pandemic funding landscape in Kenya. The outcomes of this examination are pivotal for both academic understanding and practical implications for NGOs operating in similar contexts.

The unprecedented changes necessitated the establishment of pivotal yet enduring goals, guiding the operations and steering the Non-Governmental Organization (NGO) in the right direction. It is noteworthy to posit that the strategic responses were carefully aligned with both global and national guidelines. According to Alves, Lok, Luo and Hao, (2020), a business's ability to detect and respond to challenges is crucial for its survival. In this assessment, operational resilience, financial resilience responses, transformational resilience responses, and institutional agility strategic responses were prioritized. The data were collected by utilization of unstructured questions and finally analyzed through content analysis techniques. These strategies were deemed paramount for effectively addressing the challenges associated with the unfolding predicaments.

4.3.1 Operation Resilience

Participants emphasized the pivotal role of operational resilience responses in navigating the challenges posed by the Covid-19 pandemic and ensuring the seamless operation of the organization. These responses were strategically designed, focusing on several key areas to enhance overall effectiveness. A central component was the emphasis on digitalization, with the Information System and ICT personnel tasked with creating a secure virtual working platform. This initiative extended to the digitalization of procurement services, incorporating internet banking, MPESA, EFT, mobile money, and minimizing cash transactions. A notable feature was the three-month period virtual and online audit, showcasing a commitment to adaptability and technological integration.

Furthermore, operational strategies included a significant investment in longevity tools and equipment to facilitate the accomplishment of organizational objectives. This involved the

preparation of tools for tracking work, monitoring employee progress, and ensuring their safety, including the provision of Personal Protective Equipment (PPE) and implementing social distancing measures.

Covid-19 mitigation measures were paramount, encompassing temperature checks, handwashing stations, sanitizing stations, and the distribution of protective gear. The organization leveraged smart devices to minimize physical contacts, strictly adhering to Covid-19 protocols. The management and modification of activities involved prioritizing urgent needs, delaying some programs, and realigning work to address the dynamic challenges posed by the pandemic. Notably, the swift response to safeguard employees and beneficiaries included initiatives such as working from home, sharing guidelines, ensuring protection through sanitization and mandatory facemasks, and providing internet and airtime for staff. The organization also implemented travel restrictions, cost allocation systems for planning, new project proposals, local partnerships, diversification, and rigorous adherence to protocols, including testing and verification. This comprehensive and innovative approach, guided by entrepreneurial leadership, aimed at mitigating risks and fostering resilience in the face of unprecedented challenges, ultimately contributing to the organization's continued operation and success.

Respondents highlighted various strategic responses implemented by WeWorld during the Covid-19 pandemic, demonstrating a comprehensive and adaptive approach to ensure operational continuity and employee well-being. One significant initiative involved the initiation of teleworking to eliminate costly physical meetings and reduce paperwork. This strategic response aimed at maintaining operational efficiency while adhering to Covid-19 measures, minimizing exposure and lapses. To support teleworking, WeWorld Foundation

Kenya provided airtime bundles to enhance remote work, showcasing a commitment to employee connectivity and effective communication channels during this period.

According to interviewees, WeWorld Organization demonstrated a strong commitment to employee welfare through the establishment of a staff care and psychosocial team. This initiative acknowledged the far-reaching impact of the pandemic on employees, considering factors such as market disruptions, rising prices, global recession, and widespread delocalization affecting various sectors and employment. The organization prioritized ensuring that salaries were paid, recognizing the challenges faced by local NGOs that were significantly affected by the pandemic. This approach aligns with the broader trend of organizations being drawn to local Civil Society Organizations (CSOs) due to increased delocalization.

Operational resilience responses at WeWorld Foundation Kenya focused on enhancing the quality of life and performance during the pandemic as per participants. The organization prioritized health, education, and climate change initiatives, integrating strategies to increase diversity, knowledge, experience, and exposure among employees. These efforts aimed at fostering a more efficient and productive work environment. WeWorld Foundation also took steps to safeguard the environment, reducing mission expenses, air tickets, and other costs, advocating for a green environment, and minimizing fuel use by reducing travel.

According to respondents, the organization's success in navigating the challenges of the pandemic was attributed to effective entrepreneurial leadership and innovative policies. Operational policies were designed with a focus on professional practices, innovation,

vision, and resilience, reflecting a proactive and adaptive approach to the evolving circumstances.

Interviewees stated that human resource adaptations were also a key focus, with policies being reviewed and incorporating user-friendly methods. The introduction of changes in operational strategies aimed to align WeWorld Foundation's functions with the evolving landscape, increasing preparedness, and reducing resistance to change among employees. WeWorld Organization's commitment to monitoring, evaluation, and capacity building was evident through timely electronic and virtual means. The establishment of human-centered mechanisms for capacity building and awareness, along with structured testing and contact tracing, showcased a proactive approach to minimize the spread of Covid-19. Overall, WeWorld Foundation Kenya's multifaceted strategic responses underscored its resilience, adaptability, and commitment to both operational efficiency and employee well-being during the challenging circumstances of the pandemic.

4.3.2 Financial Resilience

Participants in the study underscored the crucial role of operational resilience responses implemented by WeWorld organization during the challenges presented by the Covid-19 pandemic. These responses, as highlighted by the interviewees, were pivotal in ensuring the seamless operation of the organization. The focus was on digitalization, streamlined procurement services, investment in tools and equipment, and the creation of an information powerhouse. According to the participants, the utilization of smart devices minimized physical contacts, and strict adherence to Covid-19 measures ensured the continuity of organizational operations. Moreover, WeWorld Foundation Kenya initiated

a staff care and psychosocial support team to address the multifaceted impact of the pandemic on employees, recognizing factors such as market disruptions and the global recession.

In response to the challenges posed by the Covid-19 pandemic, participants reported that WeWorld Foundation strategically adopted teleworking and the elimination of physical meetings. The implementation of teleworking aimed to eliminate costly physical meetings and reduce paperwork. Interviewees emphasized that providing airtime bundles to enhance working from home facilitated continued operation with strict adherence to Covid-19 measures, minimizing exposure and lapses in the implementation of projects. Furthermore, the organization initiated a staff care and psychosocial support team to address the impact of the pandemic on employees, considering factors such as market disruptions, rising prices, and global recession. According to the participants, this initiative was particularly significant as local NGOs were highly affected by the pandemic, leading to delocalization and a shift towards local Civil Society Organizations (CSOs).

Interviewees highlighted that WeWorld Foundation's operational strategies during and after the Covid-19 pandemic were geared towards enhancing the quality of life and performance of the organization. These strategies, as reported by participants, prioritized health, education, and climate change. The integration of strategies aimed at increasing diversity, knowledge, experience, and exposure was seen as instrumental in enhancing efficiency and productivity. Participants noted that WeWorld took additional steps to safeguard the environment, including reducing mission-related air tickets and other expenses. The organization advocated for a green environment, minimized fuel use through reduced travel, and focused on environmental, social, and governance (ESG) initiatives.

Financial resilience responses were deemed critical by participants in ensuring the success of WeWorld organization's projects amidst the challenges posed by the Covid-19 pandemic. According to the interviewees, the integration of human capital, technology, and resource mobilization played a pivotal role. Holistic standards, high integrity, and accountability were emphasized as crucial elements driving resource mobilization. Financial strategies were highlighted as key supporters of various initiatives aimed at eradicating Covid-19, relying on transparent frameworks and full disclosure to instill confidence in donors. Robust procedures and policies related to financial strategies were evaluated, reviewed, and executed to activate emerging plans and fuel the campaign against the pandemic. Participants emphasized that the strategic plan for 2021 to 2025 was detailed and implemented in phases, with midterm reviews conducted to correct any negative variances.

4.3.3 Transformation Resilience

In response to the severe challenges posed by the Covid-19 pandemic, WeWorld, as reported by the interviewees, implemented transformational resilience strategies. These strategies, as highlighted by the participants, encompassed technological advancements, fundraising initiatives, and operational changes. Immediate adjustments were made to align with global and governmental Covid-19 protocols, including the incorporation of technology to minimize physical contacts and exposures. The organization garnered support from both local and international donors, seizing opportunities to implement concrete solutions. The respondents emphasized the crucial role of transformational strategies, highlighting their significance in achieving economic and social transformation and contributing to seamless operations and policy adherence.

As reported by the participants, the implementation of transformational strategies involved a comprehensive approach. Measures such as remote working for 2-3 months, duty rosters for clear responsibilities, and the forbidding of travel in public service vehicles to minimize interactions were adopted. The respondents, who were part of the organization, also mentioned the adoption of periodic fumigations, safeguarding employees' livelihoods, and ensuring timely salary payments. Notably, the immediate adoption of these strategies played a pivotal role in responding effectively to the challenges posed by the pandemic, with a particular focus on avoiding the severity experienced in other regions like Italy and Europe.

Technological resources played a significant role in the organization's response, as reported by the interviewees. The incorporation of internet banking, virtual and mobile money, and innovative financial technologies was emphasized by the participants. Additionally, the respondents highlighted the organization's emphasis on communication tools, personal protective equipment (PPE), social distancing, and mask-wearing, contributing to a holistic approach to minimize the impact of the pandemic on operations.

According to the participants, transformational strategic responses were considered crucial for economic and social transformation. The organization made adjustments to budgets, worked remotely, managed projects prudently, and enhanced yearly contracts and budgets. The respondents, who were actively involved in these decisions, mentioned measures taken to meet stipulated timelines, request more time for projects affected by Covid-19, improve financial resilience, and establish systems for policies, financial management, budgets, and project timeframes. The participants emphasized the importance of not overspending due to lockdowns and curfews and extended the period for projects with fixed costs.

Additionally, efforts were made to widen the WeWorld Kenya Foundation, diversify donors, implement solid program management, and raise the firm's capacity to improve growth potential.

In health-related transformational strategies, as reported by the interviewees, WeWorld Foundation Kenya actively participated in advising the government and establishing well-equipped quarantine centers. The respondents, who were instrumental in these initiatives, mentioned the organization's significant steps, adhering to protocols and guidelines, leading to the saving of lives. Moreover, the establishment of digital platforms for transformation, training, accuracy, information credibility, and providing solutions was highlighted by the participants. Innovative measures were implemented to enhance performance, access faster service, and solve problems instantly. The participants, who were actively involved in these strategies, mentioned that virtual collective working and addressing issues became integral, with online authorizations via electronic signatures eliminating paperwork, ensuring continuity, and maintaining effective communication.

WeWorld Foundation Kenya played a pivotal role in collaborating with the government to eradicate the Covid-19 predicament, as reported by the participants. Adherence to World Health Organization (WHO) protocols, government policies, and lockdown orders was emphasized by the interviewees. The establishment of virtual forums for risk mitigation and performance promotion involved comprehensive brainstorming, policy formulation, and benchmarking for continuous improvement in transformational strategic responses. Additionally, the organization actively engaged in vaccination initiatives, vaccinating staff, and lobbying for mass vaccination through sensitization policies. Communication of

accurate information was prioritized by the participants, who were part of these efforts, to promote adherence to vaccination efforts.

4.3.4 Institutional Structure and Agility

WeWorld Organization, as outlined by the participants, strategically planned and executed various responses to address the severe challenges posed by the Covid-19 pandemic. The team developed a new plan specifically tailored for the pandemic period, emphasizing the dissemination of information and the use of tools to monitor progress, safeguard employees, and gain global insights. Strategic responses included adherence to government protocols, remote work, and resource reallocation. The organization convened meetings, reset goals, established an emergency coordination team, and collaborated with various stakeholders to achieve desirable results. The participants highlighted the importance of continuing fundraising efforts, forming consortia, sourcing more donors, maintaining yearly transparency reports, and ensuring the overall enhancement of WeWorld's operation. Strategic alignment with government protocols, advice, and social distancing measures were emphasized, along with weekly press updates and constant monitoring of the situation.

Operational adjustments were implemented by WeWorld Foundation Kenya, according to the interviewees, to ensure the organization's continuity and resilience during the pandemic. Online discussions were held with donors, the board, and the government to find far-reaching solutions. Virtual working and communication through social media platforms were introduced, and the organization restructured its monitoring and evaluation instruments to align with digitalization and Covid-19 protocols. The participants

emphasized the importance of social distancing, remote working, and tight control of working capital among donors. Diversification strategies were enhanced to avoid overreliance on a single donor, and the organization took measures such as banning the use of public transportation, resolving to use organizational and private cars, and ensuring proper fumigation. Proper planning, dealing with cases individually, effective monitoring, and the temporary pause of some funding were part of the resilience response.

In terms of infrastructure and the environment, participants noted that WeWorld Foundation Kenya had a solid foundation with good structures and equipment for effective operations before the Covid-19 pandemic. Continuous improvement was prioritized to maintain a serene working environment, incorporating measures like social distancing, handwashing stations, sanitizing stations, and rapid response teams. The organization focused on prioritizing the climate, enhancing accountability and transparency, and adhering to donors' demands and needs.

Children were considered central to We World's organizational strategies, as mentioned by the participants. Despite the challenges of the pandemic, the organization continued to support disadvantaged individuals and donated personal protective equipment (PPE) to the government. The participants highlighted the establishment of a nexus between the primary role of the organization and emerging needs, emphasizing effective communication with donors for approval. Diversification of donors and ensuring timely communication were key aspects of the strategy.

Innovation and creativity were key components of WeWorld Kenya Foundation's response, according to the participants. The organization promoted bottom-up and top-down communication, shifted to virtual communication and remote work, ensured online

auditing, continued projects with fixed costs, automated manual procedures, and invested in systems for programs and finance. Financing advisors were strategically placed in headquarters to assist in evaluation, monitoring, feasibility, and viability.

Transparency and resilience were integral to WeWorld Foundation Kenya 's responses, with transparent reporting to donors on development progress through virtual means. The organization showcased inclusivity, agility, and resilience in meeting standards. Periodic meetings, staff convening for information dissemination, long-distance funding pooling, diversification, cost-sharing initiatives, and radio dissemination of information were highlighted. WeWorld Foundation Kenya actively aligned with government policies, advice, and protocols, ensuring the safeguarding of employees and the overall adherence to regulations.

4.4 Discussion of the Findings

In navigating the complex landscape of the Covid-19 pandemic, WeWorld Kenya Foundation strategically implemented operational resilience responses that proved instrumental in maintaining organizational functionality, as reported by the interviewees. Central to these responses was a robust emphasis on digitalization, with the creation of a secure virtual working platform by the Information System and ICT personnel.

This shift extended to procurement services, incorporating internet banking, mobile money, and minimizing physical cash transactions, as highlighted by the participants. The organization also showcased adaptability with a three-month virtual audit. Furthermore, a significant investment in tools and equipment, including the provision of Personal Protective Equipment (PPE) and the implementation of social distancing measures,

exemplified a commitment to ensuring the safety and longevity of operations. The interviewees noted that these measures were integral to the overall operational resilience, reflecting a proactive and innovative stance underpinned by entrepreneurial leadership hence concurring with Abdulkadir (2014).

According to the participants in the study, We World's financial resilience responses during the Covid-19 pandemic were marked by a strategic blend of digitalization, streamlined procurement services, and focused investments. The utilization of smart devices and adherence to Covid-19 measures ensured a seamless continuation of organizational operations, as highlighted by the respondents. The financial strategies were instrumental in supporting initiatives against the pandemic, relying on transparent frameworks, and maintaining high integrity and accountability, as reported by the interviewees.

The strategic planning, along with periodic reviews, showcased a detailed and phased approach, with the participants emphasizing the importance of these financial strategies in mobilizing resources. Holistic standards were adopted, and the interviewees noted the organization's commitment to adaptability, transparency, and sustainability in the face of unprecedented challenges, as seen in its financial resilience responses hence in tandem with Engidaw (2022).

In response to the severe challenges posed by the Covid-19 pandemic, WeWorld demonstrated resilience through transformational strategies that encompassed technological advancements, fundraising initiatives, and operational changes, according to the interviewees. Immediate adjustments aligned with global and governmental Covid-19 protocols were necessary, incorporating technology to minimize physical contacts and exposures, as reported by the participants. This agreed with the findings of Leoni et al.,

(2020). The organization garnered support from local and international donors, utilizing opportunities to implement concrete solutions, as highlighted by the respondents. Transformational strategies involved a comprehensive approach, including remote working, duty rosters, and the forbidding of travel, minimizing interactions, according to the interviewees. The integration of internet banking, virtual and mobile money, and innovative financial technologies showcased a commitment to technological resources, as noted by the participants. These transformational strategic responses, as reported by the respondents, played a crucial role in economic and social transformation, involving adjustments to budgets, remote work, and initiatives to widen partnerships and diversify donors.

We World's institutional structure and agility were strategically planned and executed to address the severe challenges of the Covid-19 pandemic, as reported by the interviewees. The organization demonstrated resilience through the dissemination of information, remote work, and resource reallocation, according to the participants. Meetings, goal resetting, an emergency coordination team, and collaboration with stakeholders were pivotal in ensuring desirable results, as highlighted by the respondents. The continuation of fundraising efforts, forming consortia, and maintaining transparency reports showcased the organization's commitment to institutional resilience, according to the interviewees.

Operational adjustments, including online discussions, virtual work, and restructuring of monitoring and evaluation instruments, ensured continuity, as reported by the participants. We World's solid foundation, continuous improvement, prioritization of climate concerns. Emphasis on transparency and accountability, as noted by Pradhan, Samnani, Abbas and Rizvi (2023), contributes to institutional resilience. The organization's focus on children,

innovation, creativity, transparency, and inclusivity, as reported by the participants, showcased a holistic and resilient response to the challenges posed by the pandemic.

4.5 Conceptual Framework

A conceptual framework serves as an intricate structure or systematic arrangement of ideas, concepts, and interconnections, laying the foundation for a in-depth comprehension of a particular phenomenon or the organization of knowledge within a specified academic domain. It operates as a theoretical underpinning, providing guidance for the direction of research, analysis, and the interpretation of data. This conceptual framework consistently in figure 4.1 outlines pivotal predictor variables such as operational resilience, financial resilience, transformational resilience, institutional resilience, and agility, as exemplified below.

Independent variable

Dependent Variable

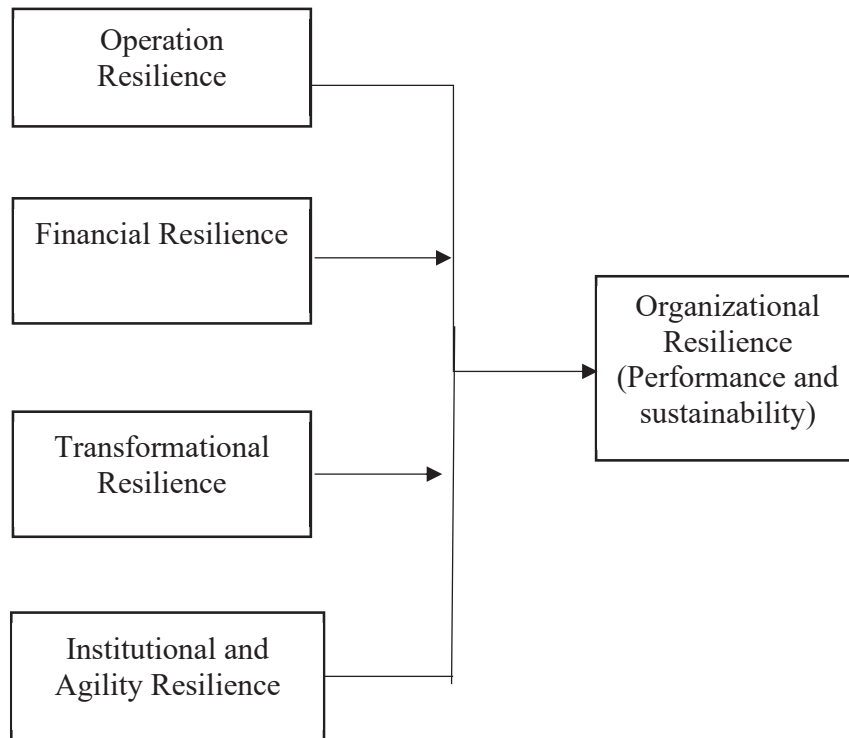


Figure 4.1 Conceptual framework (Source: Researcher 2023)

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This pivotal chapter serves as the nexus where the study's journey culminates into a coherent narrative, offering valuable insights, actionable recommendations, and a roadmap for future exploration. It underscores the significance of the research in contributing to both academic understanding and real-world applications, marking its enduring impact on the field.

5.2 Summary

In the aftermath of the Covid-19 pandemic, WeWorld Kenya Foundation demonstrated a relentless commitment to continuous improvement, aiming to enhance overall quality and performance across all facets of the company. This ambitious pursuit of progress persisted despite the challenges posed by the pandemic, underscoring the organization's dedication to holistic efficiency, productivity, and economies of scale. The study was intricately guided by the dual focus on both long-term and short-term goals, serving as crucial markers for the organization's trajectory.

Timely and strategic responses played a pivotal role during the post-Covid-19 period, necessitating the formulation and implementation of binding directives for the organization's benefit. The study revealed that resilience in operations, financial strategies, transformational initiatives, institutional structure, and agility stood as the foundational pillars that sustained the organization through the turbulent aftermath of the pandemic. Digitalization emerged as a key strategy, streamlining processes to boost operational efficiency while concurrently mitigating the spread of Covid-19 by minimizing physical

contacts, adhering to social distancing measures, and complying with curfews and travel restrictions. The culmination of these efforts resulted in the adoption of remote work practices, encapsulating the organization's adaptive response to the evolving post-pandemic landscape.

According to the insights provided by respondents, Kenya's transition from a less developed nation to a middle-income status has led to a shift in donor focus towards countries that are still in the less developed category. To address this change, the organization has strategically diversified its operations and expanded into multi-sectoral initiatives, broadening its scope to attract more donors and enhance resilience. The infusion of funds from different sectors has significantly contributed to the organization's heightened resilience. The strategic approach involves continuous efforts to secure more finances, exploring various avenues such as private funding, participation in the production of Personal Protective Equipment (PPE), and engagement in health, drugs, and food sectors. Sensitization campaigns on Covid-19 have been initiated, and funds are strategically redirected to the most affected sectors.

To navigate the challenges posed by the pandemic, the organization has implemented several key strategies, as highlighted by respondents. This includes rechanneling finances to the most impacted sectors and seeking approval from donors for flexible fund reallocation. Compensation for employees is prioritized to safeguard their interests, and an emergency coordination team has been established to convene meetings, reset goals, and collaborate with all stakeholders to achieve desirable outcomes. The organization is committed to ongoing fundraising efforts and forming consortia while actively seeking additional donors. Transparency is maintained through yearly reporting, and human

resource management is emphasized to enhance overall operation. Collaboration and cooperation with various entities are paramount, and tight control of working capital among donors is practiced to ensure financial stability. Diversification is actively pursued to avoid overreliance on a single donor, and measures such as using organizational and private cars instead of public transportation, along with proper planning and case-by-case management, are integral components of the resilience strategy.

In response to the pandemic, the organization implemented measures such as social distancing, handwashing stations, sanitizing stations, and rapid response teams. Environmental considerations, climate prioritization, and a commitment to accountability and transparency are incorporated into operational practices. Despite the challenges, the organization continues to support disadvantaged individuals and donates PPE to the government. The establishment of a nexus between the primary organizational role and emerging needs is communicated to donors for approval, demonstrating a flexible and adaptive approach.

5.3 Conclusion

During the Covid-19 pandemic, WeWorld Kenya Foundation showcased exemplary operational resilience responses that proved instrumental in sustaining organizational operations. Participants emphasized the organization's strategic focus on digitalization, streamlined procurement services, and investments in tools and equipment. Implementation of smart devices to minimize physical contacts, coupled with strict adherence to Covid-19 measures, ensured organizational continuity. The initiation of a staff care and psychosocial support team highlighted We World's commitment to employee well-being amidst market disruptions and a global recession. The comprehensive

operational strategies, driven by entrepreneurial leadership and innovative policies, were designed not only to mitigate risks but also to enhance overall performance. Key elements included digitalization and ICT integration, investment in longevity tools and equipment, and rigorous Covid-19 mitigation measures such as teleworking, elimination of physical meetings, and prioritizing staff care.

We World's operational responses extended to addressing the quality of life and performance of employees, integrating strategies for diversity, knowledge enhancement, and exposure to foster efficiency and productivity. Entrepreneurial leadership and innovative policies were identified as key drivers of effective operational responses. Human resource adaptations, including user-friendly policy reviews, showcased a commitment to employee satisfaction and adaptability. The organization's proactive approach extended to monitoring, evaluation, and capacity building, utilizing electronic and virtual means. WeWorld Foundation's multifaceted operational resilience not only navigated the challenges of the pandemic but also positioned the organization for sustained success through strategic innovation and adaptability.

The participants underscored the indispensable role of financial resilience responses in ensuring the success of WeWorld Kenya Foundation's projects, particularly in the context of challenges posed by the Covid-19 pandemic. Holistic standards, high integrity, and accountability were consistently highlighted as crucial elements that drove effective resource mobilization. The financial strategies implemented by WeWorld Kenya Foundation played a pivotal role in supporting a range of initiatives aimed at eradicating Covid-19, relying on transparent frameworks and full disclosure to instill confidence among donors. The robust procedures and policies related to financial strategies were

thoroughly evaluated, reviewed, and executed to activate emerging plans and fuel the campaign against the pandemic. Participants emphasized the importance of resource mobilization and financial health, with a focus on maintaining transparency, donor confidence, and strategic planning for timely service delivery. The use of various communication platforms, including emails, WhatsApp, Facebook, and other social channels, was highlighted as a means to facilitate constant communication and provide detailed financial information to donors.

Furthermore, the financial strategies adopted by WeWorld Foundation were particularly crucial in addressing the unique challenges posed by the Covid-19 pandemic. The participants noted that these responses were essential for navigating the impacts of lockdowns, restrictions, and social distancing measures. NGOs, including We World Kenya Foundation, faced significant challenges due to financial distress caused by the pandemic. The organization's adherence to strict budgets and implementation of innovative frameworks played a pivotal role in mitigating the impact. The discussion emphasized the symbiotic relationship between economic development and financial vibrancy, emphasizing the need for organizations to transition from past financial techniques to more current and adaptive approaches. Ensuring the periodic release of funds and meticulous accounting procedures were highlighted as key components in maintaining financial vibrancy, contributing to the overall resilience and effectiveness of WeWorld Foundation's operations.

The organization, guided by insights from respondents, implemented transformational resilience strategies to effectively tackle severe and life-threatening challenges brought about by the Covid-19 pandemic. These comprehensive strategies included technological

advancements, fundraising initiatives, and operational changes. Immediate adjustments were made to align with Covid-19 protocols, incorporating technology to minimize contact and exposure. The initiative garnered substantial support from local and international donors who seized opportunities to contribute to concrete solutions. Respondents emphasized the indispensability of transformational strategies for achieving economic and social transformation, thereby contributing to the seamless operations and policy adherence of the organization. This resilience involved not only embracing technological advancements but also having robust systems in place for policies, financial management, budgets, and project timeframes, demonstrating solid program management. Health-related transformational strategies were actively pursued, involving advising the government and establishing well-equipped quarantine centers. The organization, as highlighted by respondents, played a pivotal role in collaborating with the government, adhering to WHO protocols, government policies, and lockdown orders to contribute significantly to the eradication of the Covid-19 predicament.

The incorporation of technological resources to minimize contacts and exposures to Covid-19 was a central focus of transformational resilience, with respondents noting the attention received from local and international donors who supported the organization's initiatives. Transformational resilience responses were deemed crucial for economic and social transformation, emphasizing the need for systems and processes that enhance policy implementation, financial management, and project efficiency. Building digital platforms for transformation, training, accuracy, information credibility, and providing solutions were integral components of the organization's approach. The role of WeWorld Kenya Foundation in eradicating the Covid-19 predicament was highlighted, showcasing active

adherence to WHO protocols, government policies, and strict adherence to lockdown orders. The collaborative efforts with the government and the emphasis on digital platforms underscored the multifaceted and proactive nature of the organization's transformational resilience in the face of the pandemic.

The institutional structure and agility of the organization, as highlighted by participants, played a crucial role in navigating the challenges posed by the Covid-19 pandemic. The team developed a new plan tailored for the pandemic period, emphasizing the dissemination of information and the creation of tools to monitor progress, safeguard employees, and gain global insights. Strategic responses included a commitment to adherence to government protocols, implementation of remote work, and resource reallocation to optimize efficiency.

Participants noted active engagement through online discussions with donors, board members, and government officials, facilitating far-reaching solutions. Virtual working became a prominent feature, allowing the organization to maintain operational continuity and adapt to the evolving circumstances. The infrastructure and environment of the organization were well-regarded by participants, who noted the presence of robust structures and equipment that contributed to effective operations. The organization's focus on children and social responsibility was evident, with strategies in place to support children in education, provide food, and address basic amenities. Despite the challenges posed by the pandemic, participants highlighted the organization's commitment to supporting disadvantaged individuals and contributing to public health by donating personal protective equipment (PPE) to the government. Innovation and creativity were actively promoted, emphasizing bottom-up and top-down communication. The

organization swiftly adapted to virtual communication and remote work, showcasing its readiness and responsiveness to changing circumstances. Automation, which had been previously implemented due to the high level of financial innovation in the Kenyan context, further enhanced the organization's resilience.

In addition, participants emphasized the transparency and resilience exhibited by the organization during the pandemic. Transparent reporting to donors on development progress through virtual means was a key aspect of the organization's strategic responses. The participants noted that these responses showcased inclusivity, agility, and resilience in meeting established standards. The organization's commitment to maintaining transparency played a vital role in sustaining donor trust and support. The strategic responses implemented during the pandemic period were designed to ensure inclusivity in decision-making processes and demonstrate adaptability to the challenges at hand. The organization's ability to adhere to high standards while navigating uncertainties highlighted its commitment to excellence. Despite the disruptions caused by the pandemic, the organization's institutional structure and agility allowed it to continue meeting its objectives and contributing to the well-being of the community.

5.4 Recommendation

In light of the study's insights into operational resilience, financial resilience, transformational resilience, and institutional resilience, a set of recommendations emerges to guide policies and practices for WeWorld Kenya Foundation. Operationally, there is a need to formalize and implement robust policies focusing on digitalization and technological integration. This includes the establishment of secure virtual working platforms, digitalized procurement services, and guidelines for minimizing physical

contacts. Furthermore, the organization should invest continually in longevity tools and equipment, emphasizing teleworking initiatives and psychosocial support for employees.

Financially, transparent practices should be institutionalized, incorporating holistic standards, high integrity, and accountability. A strategic financial plan covering mid-term reviews and comprehensive implementation strategies should be developed. The organization should maintain open communication channels with donors, ensuring regular updates on financial strategies and fostering donor confidence. Transformational resilience calls for policies that promote technological integration, innovation, and creativity. This involves embracing internet banking, virtual communication, and mobile money, as well as smart devices to minimize physical contacts. Policies supporting a culture of innovation, remote work, and flexible arrangements are essential.

Institutional resilience necessitates the development of a comprehensive plan for daily progress monitoring, employee safeguards, and coordinated efforts through regular online discussions. Policies should focus on enhancing infrastructure and environmental measures, ensuring continuous improvement, and aligning with health protocols. Cross-cutting measures involve diversifying funding sources by participating in various sectors and fostering ongoing fundraising, consortia formation, and collaboration with multiple donors. Flexibility in financial allocations, coupled with regular communication with donors to ensure adaptability, is vital. These recommendations collectively form a dynamic framework aimed at fortifying WeWorld Foundation's operational, financial, transformational, and institutional resilience in the face of challenges such as the Covid-19 pandemic, ensuring sustained adaptability and success.

5.5 Limitation of the Study

The primary constraint encountered during the study pertained to the challenge of securing an opportune timeframe for conducting interviews with senior personnel. It was observed that managers and directors were consistently engrossed in a multitude of pressing matters, rendering their schedules exceptionally constrained. Despite encountering this hurdle, persistent efforts were undertaken through repeated calls, emails, and official letters to solicit their participation. Subsequently, after concerted endeavors, the senior personnel graciously acceded to the interview requests. It is noteworthy, however, that the information gathered during these interactions was treated with the utmost confidentiality, and the researcher diligently elucidated the academic purpose underlying the inquiry.

5.6 Suggestion for Further Research

The study posits various avenues for extended research within the domain of organizational resilience. Notably, a comparative scrutiny across entities, particularly non-governmental organizations (NGOs), has the potential to furnish invaluable insights into the efficacy of diverse resilience strategies. Scrutinizing multifarious structures, dimensions, and scopes would conduce to the formulation of bespoke frameworks for fortifying resilience.

Furthermore, longitudinal investigations monitoring the protracted repercussions of resilience strategies over extended periods are advocated. Reexamining previously scrutinized organizations could illuminate the durability and flexibility of these methodologies, presenting a dynamic viewpoint on the evolution of resilience measures.

Additionally, the exploration of cross-sector collaboration's role in amplifying organizational resilience is postulated. Comprehending how NGOs collaborate with

governmental bodies, private enterprises, and fellow NGOs during crises, and evaluating the repercussions of such collaborations on resilience outcomes, would supply invaluable insights.

Moreover, a more profound examination of crisis communication strategies, particularly amid global crises like the Covid-19 pandemic, is underscored as a fecund area for exploration. Grasping how adept communication with stakeholders contributes to organizational resilience during uncertainties is imperative for advancing crisis management acumen.

The study also advocates a focus on the well-being of employees within NGOs, scrutinizing the efficacy of diverse support mechanisms and their contribution to perpetuating organizational resilience. Additionally, scrutinizing technological resilience, especially in the context of organizational responses to crises, is proffered. This entails examining the assimilation of burgeoning technologies, cybersecurity protocols, and data management strategies.

Further research domains encompass global health resilience, particularly concerning pandemic response and preparedness, and climate change resilience, especially within organizations engaged in humanitarian and developmental endeavors. Investigating adaptive methodologies and sustainable practices in confronting these challenges would substantially augment the comprehension of organizational resilience in an ever-evolving global milieu.

REFERENCES

- Abagero, A., Ragazzoni, L., Hubloue, I., Barone-Adesi, F., Lamine, H., Addissie, A., ... & Valente, M. (2022). A review of COVID-19 response challenges in Ethiopia. *International Journal of Environmental Research and Public Health*, 19(17), 11070.
- Abdulkadir, H. S. (2014). Challenges of implementing internal control systems in Non-Governmental Organizations (NGO) in Kenya: A case of Faith-Based Organizations (FBO) in Coast Region. *Journal of Business and Management*, 16(3), 57-62.
- Ackermann, F., & Eden, C. (2020). Strategic options development and analysis. In *Systems approaches to making change: A practical guide*. Springer, pp. 139-199.
- Aditya, B., & Amri, I. (2023). Rethinking Informal Economy Resilience during Crisis: Experience from COVID-19 Pandemic. *The Indian Journal of Labour Economics*, 1-27.
- Ahmed, Kilika and Gakenia. (2021). SME Resilience to Covid-19: Insights from Non-Essential Service Providers in Nairobi . *International Journal of Finance & Banking Studies*, Vol 10 No 4, 24-39.
- Alberti, F. G., Ferrario, S., & Pizzurno, E. (2018). Resilience: resources and strategies of SMEs in a new theoretical framework. *International journal of learning and intellectual capital*, 15(2), 165-188 .

- Alderden, M., & Perez, X. (2021). Community resilience during the COVID 19 pandemic: experiences of community-based violence prevention and recidivism reduction program administrators. *American journal of criminal justice*, 1-24.
- Alves, J. C., Lok, T. C., Luo, Y., & Hao, W. (2020). Crisis management for small business during the COVID19 outbreak: Survival, resilience and renewal strategies of firms in Macau.
- Antwi, S. H., Getty, D., Linnane, S., & Rolston, A. (2021). COVID-19 water sector responses in Europe: A scoping review of preliminary governmental interventions. *Science of the Total Environment*. 762, 143068.
- Barney, J. B. (2018). Why resource-based theory's model of profit appropriation must incorporate a stakeholder perspective. *Strategic Management Journal*, 39(13), 3305-3325.
- Borzova, A. Y. (2023). *Post-COVID-19 African Development Challenges in African Think Tanks Studies. In Africa and the Formation of the New System of International Relations—Vol. II: Beyond Summit Diplomacy: Cooperation with Africa in the Post-pandemic Worpanemic World Pandemic.* (pp. 53-67). Cham: Springer International Publishing.
- Bourletidis, K., & Triantafyllopoulos, Y. (2014). SMEs survival in time of crisis: strategies, tactics and commercial success stories. *Procedia-Social and Behavioral Sciences*. 148, 639-644.
- Chen, R., Xie, Y., & Liu, Y. (2021). Defining, Conceptualizing, and Measuring Organizational Resilience: A Multiple Case Study. *Sustainability*. 13(5), 2517.

- Chepkemoi, Y. E., & Kisimbii, J. M. (2021). Determinants of the sustainability of donor-funded poverty reduction programs in non-governmental organizations in Mombasa County, Kenya. *International Academic Journal of Information Sciences and Project Managent*, 3(7), 18-42.
- Davis, J. H., Schoorman, F. D., & Donaldson, L. (1997). Toward a stewardship theory of management. *Academy of Management Review*, 22(1), 20-47.
- Drummond, J. A., Malamud, B. D., Mulligan, J., Bukachi, V., Talib, M., Wandera, A., ... & Taylor, F. E. (2023). COVID-19 Interventions in an informal settlement: A spatial analysis of accessibility in Kibera, Kenya. *Journal of Transport Geography*, 113, 10.
- Dubey, R., Gunasekaran, A., Bryde, D. J., Dwivedi, Y. K., & Papadopoulos, T. (2020). Blockchain technology for enhancing swift-trust, collaboration and resilience within a humanitarian supply chain setting. *International journal of Production research*, 58(11), 3381-3398.
- Engidaw, A. E. (2022). Small businesses and their challenges during COVID-19 pandemic in developing countries: in the case of Ethiopia. *Journal of Innovation and Entrepreneurship*, 11(1), 1.
- Ezzati, F., Mosadeghrad, A. M., & Jaafaripooyan, E. (2023). Resiliency of the Iranian healthcare facilities against the Covid-19 pandemic: challenges and solutions. *BMC Health Services Research*, 23(1), 207.
- Gatti, S. (2023). *Project finance in theory and practice: designing, structuring, and financing private and public projects*. NY: Elsevier.

- Hillmann, J., & Guenther, E. (2021). Organizational resilience: a valuable construct for management research? *International Journal of Management Reviews*, 23(1), 7-44.
- Ho, L. S., Bertone, M. P., Mansour, W., Masaka, C., & Kakesa, J. (2022). Health system resilience during COVID-19 understanding SRH service adaptation in North Kivu. *Reproductive Health*. 19(1), 135.
- IMF. (2020). A Cautious Reopening: Regional Economic Outlook June 2020 Update. *International Monetary Fund*.
- Islam, D. M. Z., Khalid, N., Rayeva, E., & Ahmed, U. (2020). COVID-19 and Financial Performance of SMEs: Examining the Nexus of Entrepreneurial Self-Efficacy, Entrepreneurial Resilience and Innovative Work Behavior. *Revista Argentina de Clínica Psicológica*, 29(3), 587.
- Jeong, Y. H., Healy, L. C., & McEwan, D. (2021). The application of goal setting theory to goal setting interventions in sport: A systematic review. *International review of sport and exercise psychology*, 1-26.
- Jiang, H., Luo, Y., Xia, J., Hitt, M., & Shen, J. (2023). Resource dependence theory in international business: Progress and prospects. *Global Strategy Journal*, 13(1), 3-57.
- Kantur, D. (2015). Measuring Organizational Resilience: A Scale Development. *Pressacademia*. 4(3), 456- 456.
- KNBS. (2020). Leading Economic Indicators. *Kenya National Bureau of Statistics Publications*.
- KNBS. (2020). Survey on Socio Economic Impact of COVID-19 on Households Report-Wave2. *Kenya National Bureau of Statistics Publications*.

- Latif, K. F., & Williams, N. (2017). Team effectiveness in non-governmental organizations (NGOs) projects. *Evaluation and program planning*, 64, 20-32.
- Lekorwe, M., & Mpabanga, D. (2007). Managing non-governmental organizations in Botswana. *The Innovation Journal: The Public Sector Innovation Journal*, 12(3), 1-18.
- Leoni, G., Lai, A., Stacchezzini, R., Steccolini, I., Brammer, S., Linnenluecke, M., & Demirag, I. (2021). Accounting, management and accountability in times of crisis: lessons from the COVID-19 pandemic. *Accounting, Auditing & Accountability Journal*, 34(6), 1305-1319.
- Lynn, S. J., Green, J. P., Zahedi, A., & Apelian, C. (2023). The response set theory of hypnosis reconsidered: toward an integrative model. *American Journal of Clinical Hypnosis*, 65(3), 186-210.
- Malatesta, D., & Smith, C. R. (2014). Lessons from resource dependence theory for contemporary public and nonprofit management. *Public administration review*, 74(1), 14-25.
- Mills, D. E., Bradley, L., & Keast, R. (2021). NPG and Stewardship theory: remedies for NPM privatization prescriptions. *Public management review*, 23(4), 501-522.
- Omar, A. R. C., Ishak, S., & Jusoh, M. A. (n.d.). The impact of Covid-19 Movement Control Order on SMEs' businesses and survival strategies. *Geografia-Malaysian Journal of Society and Space*, 16(2).
- Paluszak, G. T., Wiśniewska-Paluszak, J. A., Schmidt, J., & Lira, J. (2021). The organisational resilience (OR) of rural non-profits (RNPOs) under conditions of the COVID-19 pandemic global uncertainty. *Agriculture*, 11(7), 670.

- Paschoalotto, M. A. C., Lazzari, E. A., Rocha, R., Massuda, A., & Castro, M. C. (2023). Health systems resilience: is it time to revisit resilience after COVID-19?. *Social Science & Medicine*. 115716.
- Piotrowicz, M., & Cianciara, D. (2013). The role of non-governmental organizations in the social and the health system. *Przegl Epidemiol*, 67(1), 69-74.
- Pradhan, N. A., Samnani, A. A. B. A., Abbas, K., & Rizvi, N. (2023). Resilience of primary healthcare system across low-and middle-income countries during COVID-19 pandemic: a scoping review. *Health Research Policy and Systems*, 21(1), 98.
- Radović-Marković, M., Shoaib Farooq, M., & Marković, D. (2017). Strengthening the resilience of small and medium-sized enterprises. *Review of applied socio-economic research*, 345-356.
- Ramanathan, U., Aluko, O., & Ramanathan, R. (2020). Supply chain resilience and business responses to disruptions of the COVID-19 pandemic. *Benchmarking: An International Journal*, 29(7), 2275-2290.
- Rouault, J., & Albertini, E. (2022). Reconciling the social sector with external accountability requirements: Lessons from stewardship theory. *Journal of Business Research*, 142, 485-498.
- Sajjad, A. (2021). The COVID-19 pandemic, social sustainability and global supply chain resilience: A review. *Corporate Governance: . The International Journal of Business in Society*, 21(6), 1142-1154.

- Sayarifard, A., Nazari, M., Rajabi, F., Ghadirian, L., & Sajadi, H. S. (2022). Identifying the non-governmental organizations' activities and challenges in response to the COVID-19 pandemic in Iran. *BMC Public Health*, 22(1), 1-13.
- Sengupta, S., & Jha, M. K. (2021). Risks and resilience: COVID-19 response and disaster management policies in India. *India Review*. 20(2), 121-141.
- Tchuigoua, H. T. (2014). Institutional framework and capital structure of microfinance institutions. *Journal of Business Research*, 67(10), 2185-2197.
- Waldan, R., Asma, N., & Suhrawardi, S. (2022). Resilience of Micro, Small and Medium Enterprises (MSMEs) Through Islamic Social Finance (ISF) after the Covid 19 Pandemic. *Journal of Multidisciplinary Islamic Studies*. *Journal of Multidisciplinary Islamic Studies*, eISSN 2785-9223, 2(1), 20-28.

APPENDICES

Appendix I: Transmittal Letter

CPA Peter Akenga Kihamba

P O Box 2786 - 30200, Kitale - Kenya

akengapeter2@gmail.com

The Management

WeWorld Kenya Foundation

Dear sir/Madam

RE: DATA COLLECTION VIA INTERVIEWS

I hope this letter finds you well. I am writing to formally request your valuable assistance and cooperation in conducting interviews as part of my research study on "Post COVID-19 Funding Resilience in Kenya Among Local Non-Governmental Organizations: A Case Study of We World Kenya Foundation."

As you may be aware, my research aims to explore the funding resilience strategies and experiences of local non-governmental organizations (NGOs) in Kenya, with a specific focus on the We World Kenya Foundation. The study seeks to provide a comprehensive understanding of how NGOs navigate the challenges posed by the post-COVID-19 funding landscape while ensuring the sustainability of their operations.

Your expertise and insights as a key representative of the We World Kenya Foundation would greatly enrich the research findings. I am particularly interested in discussing the foundation's

funding strategies, adaptation measures implemented in response to the pandemic, and any unique practices that have contributed to funding resilience.

The interview process will be conducted in a manner that is convenient for you, whether through virtual meetings, phone calls, or in-person interviews, depending on your preference and availability. Rest assured that all information shared during the interviews will be treated with the utmost confidentiality, and your organization's privacy will be respected at all times. Participation in the study is entirely voluntary, and you may choose to withdraw at any point without any repercussions.

I kindly request that you consider granting me the opportunity to interview you as part of this research. Your valuable input will significantly contribute to the depth and richness of the study's findings. If you have any questions, require further clarification, or would like to discuss the interview process in more detail, please do not hesitate to contact me.

Thank you for your time and consideration. I look forward to your positive response and the opportunity to collaborate on this important research endeavor.

Yours Sincerely,

CPA Peter Akenga Kihamba

Appendix II: Interviews

This interview questionnaire is organized and formulated to collect data regarding the resilience of local non-governmental organizations in Kenya in the aftermath of the COVID-19 pandemic, with a specific focus on the We World Kenya Foundation as a case study. This research is being conducted as part of a master's degree program in finance at the University of Nairobi. The responses provided using this questionnaire will be handled with the utmost discretion and are exclusively intended for the purposes of this research project.

POST COVID-19 FUNDING RESILIENCE IN KENYA AMONG LOCAL NON-GOVERNMENTAL ORGANISATION: A CASE STUDY OF WEWORLD KENYA FOUNDATION

Kindly address the following inquiries concerning the financial resilience of local non-governmental organizations in Kenya following the COVID-19 pandemic.

1. What were the immediate resilience responses to pandemic?
2. How was the operation of the firm affected? Which measures were undertaken?
3. Can you describe the specific challenges We World Kenya Foundation encountered in terms of funding during and after the COVID-19 pandemic?
4. What strategies or initiatives did We World Kenya Foundation adopt to secure and maintain funding in the post-COVID-19 landscape?
5. How did We World Kenya Foundation adapt its funding strategies to overcome the financial challenges brought about by the pandemic?

6. Could you share any successful examples of funding diversification or innovative fundraising methods We World Kenya Foundation implemented to enhance funding resilience?
7. Were there any partnerships or collaborations We World Kenya Foundation engaged in to strengthen its financial position during and after the pandemic? If so, could you elaborate on them?
8. In your view, how did We World Kenya Foundation's financial resilience impact its ability to continue its programs and support its beneficiaries during and after COVID-19?
9. What role did donor relationships play in sustaining funding for We World Kenya Foundation in the face of pandemic-related challenges?
10. Can you provide insights into the extent to which We World Kenya Foundation incorporated environmental, social, and governance (ESG) principles into its financial resilience strategies post-COVID-19?
11. How has the experience of We World Kenya Foundation contributed to the broader understanding of post-pandemic funding resilience among local non-governmental organizations in Kenya?
12. How did the NGO ensure continuity of organizational performance despite Covid-19
13. Did the organization transform and applied mitigation measures against Covid-19 Pandemic?
14. Which are some of the resilience responses that ensured the employees needs were safeguarded?

15. Did you automate the operation? What were the implication on cost, employee and new norms?
16. How did Organization maintain donor confidence? Which innovations?
17. Could you provide examples of the measures taken by the management to ensure that organizational policies were upheld after the onset of the pandemic?
18. Looking ahead, what recommendations or lessons learned would you suggest to other local non-governmental organizations in Kenya seeking to enhance their funding resilience in a post-COVID-19 environment?

THANK YOU FOR YOUR RESPONSES